

Securing Our Future...

# **FINANCIAL SERVICES DIVISION SERVICE DELIVERY PLANS**

**...providing better service to South East Avon communities...**

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25<sup>th</sup> January, 2013

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# FINANCIAL SERVICES SERVICE DELIVERY PLAN

...providing better service to South East Avon communities...

**DCA**

DOMINIC CARBONE AND ASSOCIATES



Government of **Western Australia**  
Department of **Local Government**

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## 1.0 STRATEGIC OVERVIEW

A local government is obligated under the Local Government Act to keep proper records of transactions and financial affairs of the local government, and ensure that those accounts and records are kept up to date and ready for inspection.

The key functions of the Financial Service involves-

- The preparation of Monthly and Annual Financial Statements, Annual Budgets, Plan for the Future, and Business Plans.
- The management of all the accounting and financial functions on behalf of the proposed new local government, inclusive of ongoing data process and maintenance of the financial database.
- Banking, acquittal of government grants, ABS statistical returns, FBT, GST.
- Rating.
- Investments.
- Debtors and Creditors.
- Procurement.

This Service Delivery Plan intends that the service will be delivered by the proposed new local government regionally.

The Service will form part of the Financial Services Division, which also incorporates the Financial Services unit. The Manager of Financial Services will be responsible for the day to day operations of the Service.

The aims of the Service are as follows-

### Short Term

- Develop long term financial plans, service delivery plans, corporate business plans, rating strategy and annual budgets for the proposed new local government.
- To consolidate financial policies, delegations and processes for the delivery of the financial service on a local and regional basis.
- Review and consolidate the Reserve Funds of the RTG member local governments in relation to purpose.
- Consolidate the financial records of the RTG member local governments in relation to the Municipal and Trust Funds.
- Implement an integrated single financial IT system.
- Identify on-going efficiencies that will result in the improvement to a cost effective delivery of financial services pertaining to the proposed new local government banking and insurance requirements, the impact on local banking in Place needs to be taken into account.
- Identify Service Level standards.
- Train place based staff in the delivery of key components of the financial service locally.



### Medium Term

- Development of a vision and strategy for the service.
- Achieve continuous improvement in the performance of the Financial Service department.

### Long Term

- Manage the future demand for the service resulting from anticipated growth in population.

The cost of providing the service will decrease by approximately \$1,409,035, due to a reduction in duplication of resources, mainly staff and technology.

## **2.0 STRATEGIC ALIGNMENT**

The proposed new local government has a wide range of statutory duties and powers relating to the provision of a range of services to the communities it serves.

### **2.1 STRATEGIC COMMUNITY PLAN**

The Financial Service will contribute to the strategic priorities of the proposed local government in the following manner-

- Sustained service delivery.
- Costs of development and infrastructure.
- Compliance with legislative requirements.
- Proper administration of the Local Governments' financial affairs.

### **2.2 CORPORATE BUSINESS PLAN**

The Financial Service - Service Delivery Plan will serve to inform the-

- Workforce Plan
- Long Term Financial Plan

and will form the basis for the preparation of the Corporate Business Plan.

### 3.0 ALIGNMENT OF NEEDS TO DIFFERENT COMMUNITIES

Financial Services will be provided throughout the proposed new local government, with Place centres in Cunderdin, Quairading, Tammin and York. The service will be provided to the communities on a regional basis with some components accessed locally at the Place centres.

Place Coordinators located at Cunderdin, Quairading, Tammin and York will be working with Finance Officers from the Financial Services Division to deliver the service and provide training on rating and receipting to staff located in each Place centre.

The proposed new local government will implement a single Financial Information Technology solution.

Annual customer satisfaction surveys will be undertaken to obtain feedback on service delivery and identify areas for improvement in service delivery.

The Shires of Beverley, Cunderdin, Quairading and York own the marketing rights in Western Australia for the LGS Enterprise open source local government software, which has been developed based on a Windows environment. It is anticipated that the system will be implemented in the Shire of Cunderdin, Beverley and York during 2011-2012. The LGS Enterprise system includes the following modules-

- Rates and properties
- HR and Payroll
- Plant
- Creditors (Accounts Payable)
- Debtors (Accounts Receivable)
- Cash receipting and banking
- Dogs
- General Ledger
- Building and Planning
- Records Management
- This Minute (Council Minutes)
- Data read only views for mapping.

This will provide the public with easier access to information.

## **4.0 AIMS OF THE SERVICE**

### **4.1 SHORT TERM**

- Develop long term financial plan, service delivery plans, rating strategy, corporate business plan, and annual budgets for the proposed new local government.
- To consolidate financial policies, delegations and processes of the RTG member local governments of Cunderdin, Quairading, Tammin and York for the delivery of financial services.
- Implement a single integrated Financial Information Technology solution for the proposed new local government.
- Identify on-going efficiencies that will result in the improvement to a cost effective delivery of financial services pertaining to the proposed new local government banking and insurance requirements, the impact on local banking in Place needs to be taken into account.
- Review and consolidate the Reserve Funds of the RTG member local governments in relation to purpose.
- Consolidate the financial records of the RTG member local governments in relation to the Municipal and Trust Funds.
- Identify Service Level Standards.
- Train place based staff in the delivery of key components of the Financial Service locally.

### **4.2 MEDIUM TERM**

- Development of a vision and strategy for the service.
- Achieve continuous improvement in the performance of the Financial Service department.

### **4.3 LONG TERM**

- Manage the future demand for the service resulting from anticipated growth in population.

## **5.0 SERVICES OFFERED**

### **5.1 TYPE OF SERVICE**

#### **5.1.1 HISTORY OF FINANCIAL SERVICES**

The governing legislation pertaining to Local Governments has always prescribed the responsibilities and duties of Council Members and Officers. In particular the legislation prescribes in some detail the requirements in regard to the management of local government finances and accounting records. Although there have since been some minor amendments in records to the keeping of such records, the general thrust of the legislation since the original enactment of the Local Government Act is still in the main, the case today.

#### **5.1.2 CURRENT STATE FINANCIAL SERVICE**

##### Shire of Cunderdin

The Shire of Cunderdin utilises the LGE Financial Accounting system, an integrated software package, which comprises of the following modules for the delivery of the service-

- General Ledger;
- Payroll;
- Creditors;
- Debtors;
- Plant;
- Cash Receipting;
- Stores;
- Assets;
- Records; and
- Rates.

The Shire utilises the Westpac Online Banking system and MYOB software for maintaining its Trust Ledger. The accounting function is delivered in-house with a consultant providing assistance if and when required for the preparation of Annual Financial Statements.

##### Shire of Quairading

The Shire of Quairading utilises SynergySoft Financial System, which comprises of the following modules for the delivery of the service-

- General Ledger;
- Mapping/Rates;
- Payroll;
- Assets;

- Plant;
- Creditors;
- Debtors.

The Shire utilises the Westpac Online Banking system and HI Caps Medicare Claim system. The accounting function is delivered in-house with a consultant providing assistance for the preparation of Annual Budgets and Annual Financial Statements.

#### Shire of Tammin

The Shire of Tammin utilises the QuickBooks Financial System, which comprises of the following modules for the delivery of the service-

- General Ledger;
- Creditors;
- Debtors;
- Payroll; and
- Cash Receipting.

The Shire utilises its own developed software to maintain its rate book and utilises the NAB Connect Online banking facility. The accounting function is delivered in-house with assistance provided by a consultant for the preparation of Annual Financial Statements and Annual Budgets.

#### Shire of York

The Shire of York utilises the SynergySoft Financial System, which comprises of the following modules for the delivery of the service-

- General Ledger;
- Mapping/Rates;
- Payroll;
- Assets;
- Plant;
- Creditors;
- Records management;
- Debtors; and
- Stores.

The Shire uses Bendigo Bank and Westpac Online facilities. The accounting function is delivered in-house with assistance provided by a consultant for the preparation of Annual Financial Statements and Annual Budgets.

The core activities in respect of the Financial Service are-

- To prepare Monthly and Annual Financial Statements, Annual Budgets and reviews, and assists with the preparation of the Plan for the Future.
- To manage, program and oversee all the accounting and finance function, and procedures on behalf of the Local Government.
- To ensure an effective on-going data processing function is maintained together with the maintenance of the financial database.
- To undertake the banking function.
- To undertake the acquittal of grants, ABS Returns, GST and FBT Returns.
- To undertake the rating function.
- To undertake the debt collection function.
- To undertake the investment of surplus funds function.
- To administer Accounting Policies, Delegations and Procurement.

### **5.1.3 FUTURE STATE FINANCIAL SERVICE**

The future service will be committed to ensuring best practices are constantly developed and maintained, and that quality, cost effective service is delivered in a timely, efficient and courteous manner.

The core services to be provided include-

- Prepare of Monthly and Annual Financial Statements.
- Prepare Annual Budgets and undertake annual budget review.
- Prepare Long Term Financial Plans, Corporate Business Plan, Service Delivery Plans, Special Purpose Reports and Plans.
- To manage, program, and oversee the accounting and finance functions on behalf of every service unit to be established by the proposed new local government and illustrated in this Regional Business Plan.
- Ensure an effective on-going data processing function and maintain the financial database of the proposed new local government.
- Banking
- Investments.
- Government Grant Acquittals.
- ABS Returns.
- BAS Returns – GST and PAYG.
- FBT Returns.
- Debt Collection.

- Rating.
- Administer accounting policies, delegations, and procurement function.
- Coordinate the stocktaking of assets and revaluations at periodic intervals.
- Preparation of Reports (Council and Committee).
- Attend meetings, briefing sessions (Council, Committee and Executive Management).
- Representation at established committees and workshops.
- General advice.
- General financial services administration.

## **5.2 METHOD OF DELIVERY**

### **5.2.1 CURRENT STATE SERVICE**

Shire of Cunderdin - Internal Financial Services Section within the local government, with assistance from consultants as required.

Shire of Quairading - Internal Financial Services Section within the local government, with assistance from consultants as required.

Shire of Tammin - Internal Financial Services Section within the local government, with assistance from consultants as required.

Shire of York - Internal Financial Services Section within the local government, with assistance from consultants as required.

### **5.2.2 FUTURE STATE SERVICE**

It is intended that the proposed new local government will provide the Financial Service in-house, through the engagement of suitably qualified and experienced staff. Consultants may be engaged to assist with special projects, on an as required basis.

## **5.3 FREQUENCY (LEVEL OF SERVICE)**

### **5.3.1 CURRENT STATE SERVICE**

Shire of Cunderdin - Daily.

Shire of Quairading - Daily.

Shire of Tammin - Daily.

Shire of York - Daily.



### **5.3.2 FUTURE STATE SERVICE**

It is proposed that the new local government will provide a daily integrated Financial Service to oversee all accounting and finance functions on behalf of each service unit in effective and efficient manner. This will involve the delivery of Financial Services in place. Further information on this is provided in Section 7.1 of this Plan.

## **5.4 CONTRACTUAL ARRANGEMENTS**

### **5.4.1 CURRENT STATE SERVICE**

#### Shire of Cunderdin

The Shire of Cunderdin has engaged an external consultant to provide accounting services on an as required fee for service basis. No formal agreement has been signed.

#### Shire of Quairading

The Shire of Quairading has engaged an external consultant to provide accounting services on an as required fee for service basis. No formal agreement has been signed.

#### Shire of Tammin

The Shire of Tammin has engaged an external consultant to provide accounting services on an as required fee for service basis. No formal agreement has been signed.

#### Shire of York

The Shire of York has engaged an external consultant to provide accounting services on an as required fee for service basis. No formal agreement has been signed.

### **5.4.2 FUTURE STATE SERVICE**

It is not anticipated that the proposed new local government will enter into contractual arrangements for the delivery of Financial Services, with the exception of those officers engaged under employment contracts.

It is noted that consultants and contractors will be required to assist with the transition of financial accounts into a single local government.

## **6.0 OPERATING LOCATIONS**

### **6.1 LOCATIONS**

#### **6.1.1 CURRENT STATE SERVICE**

The Financial Services are currently delivered from the following locations-

- Shire of Cunderdin - Lundy Avenue, Cunderdin, WA 6407.
- Shire of Quairading - 10 Jennaberring Road, Quairading, WA 6382.
- Shire of Tammin - 1 Donnan Street, Tammin, WA 6409.
- Shire of York - 1 Joaquina Street, York, WA 6302.

#### **6.1.2 FUTURE STATE SERVICE**

It is intended that the Financial Service will be delivered by the proposed new local government as follows-

##### Place Based Services

Delivered from each Place centre (location) as detailed in 6.1.1.

##### Regional Services

The location of Service teams will require further detailed study, so that the proposed new local government can make an informed decision on the location of employees, and divisions, from a whole of organisation perspective.

The proposed new local government needs to consider its accommodation requirements in the context of the available office space at the various administrative centres of the existing local governments, and not unnecessarily undertake the construction of new office facilities at a centralised location.

### **6.2 ACCOMMODATION REQUIREMENTS**

In determining whether a building has sufficient capacity to provide the required service, the following factors have been taken into consideration-

- Requirements of the Occupational Health and Safety Regulations 1996.
- Building Code of Australia.
- National Occupational Health and Safety Commission – Ergonomic Principles.
- Storage of financial records requirements.

### **6.3 FACILITIES USED**

#### **6.3.1 CURRENT STATE SERVICE**

##### Shire of Cunderdin

The Manager of Finance and Administration and Finance Officer utilise a combined office space of 44m<sup>2</sup> in area.

##### Shire of Quairading

The Deputy CEO and Finance Officer utilise a combined office space of 28m<sup>2</sup> in area.

##### Shire of Tammin

The Senior Finance Officer utilises an open office space of 16m<sup>2</sup> in area.

##### Shire of York

The Deputy CEO, Finance Officer, Finance Officer – Rates, Finance Officer – Debtor/Payroll, Finance Officer – Creditors, and Finance Officer Trainee utilise a combined office space of 72m<sup>2</sup> in area.

#### **6.3.2 FUTURE STATE SERVICE**

See section 6.1 of this Service Delivery Plan.

### **6.4 OWNERSHIP**

There is a range of existing facilities that have the potential to be used for the delivery of Financial Services. Each of these facilities is owned by a member local government of the Regional Transition Group, and in turn will be owned by the proposed new local government.

## 7.0 PERSONNEL

### 7.1 PERSONNEL PLAN

The tables below detail the current and future staffing requirements for the delivery of the Financial Service.

#### 7.1.1 CURRENT STATE SERVICE

Positions	Forecasts (Full Time Equivalent Employees)				
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>SHIRE OF CUNDERDIN</b>		(No future demand projections undertaken)			
Manager – Finance & Administration	1.00				
Finance Officer	1.00				
<b>SHIRE OF QUAIRADING</b>					
Deputy CEO	0.90				
Senior Finance Officer	1.00				
<b>SHIRE OF TAMMIN</b>					
Senior Finance Officer	1.00				
Administration Officer	0.33				
<b>SHIRE OF YORK</b>					
Deputy CEO	0.90				
Finance Officer	1.00				
Finance Officer – Rates	1.00				
Finance Officer – Debtors/Payroll	1.00				
Finance Officer – Creditors	1.00				
Finance Officer – Trainee	1.00				

Positions	Forecasts (Full Time Equivalent Employees)				
	Year 1	Year 2	Year 3	Year 4	Year 5
Less Payroll Function	(0.98)				
Less Records Function	(0.15)				
Less Information Technology Function	(0.60)				
<b>TOTAL</b>	<b>8.50</b>				

### 7.1.2 FUTURE STATE SERVICE

POSITIONS	FORECASTS (FULL TIME EQUIVALENT EMPLOYEES)				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Manager Financial Services	0.60	No future demand projections have been made.			
Accountant	1.00				
Finance Officer – Rates	1.00				
Finance Officer – Creditors	1.00				
Finance Officer – Debtors/Creditors	1.00				
Assistant Finance Officers	0.50				
<b>TOTAL</b>	<b>5.10</b>				

### 7.2 DELIVERY OF SERVICE IN PLACE

The Financial Service will be delivered regionally. Receipting and banking functions will be delivered locally and in each place. This component has been incorporated into the Place Service Delivery Plans.

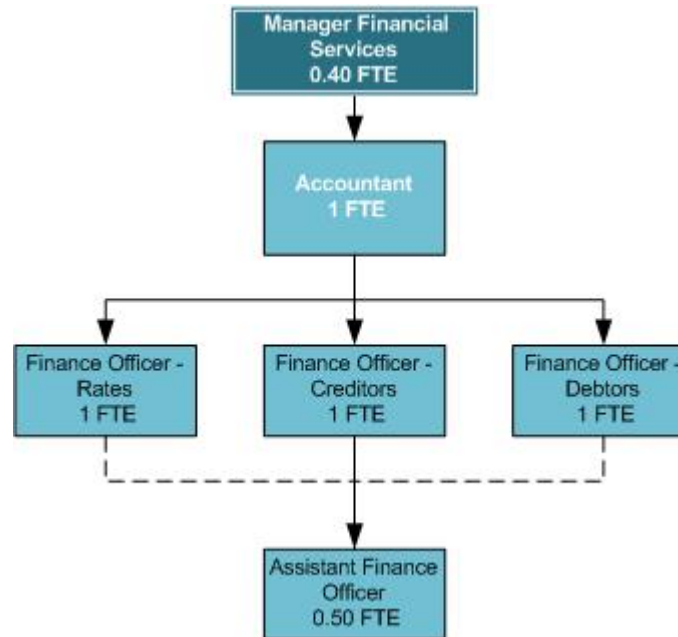
### 7.3 ANTICIPATED FUTURE DEMAND FOR THE FINANCIAL SERVICE

It is intended that the proposed new local government will review the service delivery plan on an annual basis and will be in a position to forecast future demand for the service.

This information will be incorporated into the Workforce Plan of the proposed new local government.

#### 7.4 ORGANISATIONAL CHART FOR FINANCIAL SERVICE DEPARTMENT

The Chart displayed below depicts the organisational line of responsibility in respect of the Financial Service.



#### 7.5 POSITION TITLES AND DESCRIPTIONS

The details below provide an overview of the position titles and key responsibilities for the current and future states.

##### 7.5.1 CURRENT STATE SERVICE

###### Shire of Cunderdin

- Manager Finance and Administration;
- Finance Officer

*Position descriptions for the above positions were not available at the time of preparing this Plan.*

### **Shire of Quairading**

- Deputy CEO;
- Senior Finance Officer.

*Position descriptions for the above positions were not available at the time of preparing this Plan.*

### **Shire of Tammin**

- Senior Finance Officer

*Position descriptions for the above positions were not available at the time of preparing this Plan.*

### **Shire of York**

- Deputy CEO;
- Finance Officer;
- Finance Officer – Rates;
- Finance Officer – Debtors/Payroll;
- Finance Officer – Creditors; and
- Finance Officer – Trainee.

*Position descriptions for the above positions were not available at the time of preparing this Plan.*

## **7.5.2 FUTURE STATE SERVICE**

### Manager Financial Services

- Manage the Financial Services Department and provide leadership and direction to all staff within the Financial Services Department, set objectives and fulfil statutory requirements.
- Assume full budgetary control for the Financial Services Division.
- Coordinate and manage the formulation of, and present to the Council, the Local Governments Annual Budget, Annual Financial Statements, Corporate Business Plan and Long Term Financial Plans, in accordance with the Local Government Act, Financial Management Regulations and Australian Accounting Standards and Concepts.
- Ensure accounting complies with legislative provisions and is recorded accurately.
- To coordinate the investment of surplus funds in accordance with Councils investments policy.
- To provide assistance with the preparation of business plans, feasibility studies relating to projects.

- Attend and participate in Council and Committee meetings, and other occasional committee meetings as required, and oversee the implementation of Council decisions.
- Oversee the proper levying of rates and their collection, and maintenance of the electoral roll.
- Oversee the raising of loans from lending institutions.
- Oversee the insurance process and ensure adequate cover is held for Council property and Workers Compensation.

#### Accountant

- Ensure prompt and proper preparation of-
  - Monthly bank reconciliations;
  - Creditors payments;
  - Loan register;
  - Asset register;
  - ABS statistical returns;
  - Trust Account balances;
  - Monthly financial reports and explanatory reports to Council;
  - Grant acquittals;
  - Monthly superannuation returns and payments;
  - Monthly/Quarterly ESL returns;
  - Direct credit rates and debtors payments;
  - Monthly BAS and PAYG returns and payments;
  - Quarterly budget reviews;
  - Monthly investment summaries;
  - Monthly reconciliation of all subsidiary ledgers to the general ledger control accounts;
- Review, recommend and implement, as agreed with the Executive Manager and the Senior Management Group, management accounting and information policies, procedures and systems necessary to enhance the efficiency and cost effectiveness of Councils operations.
- Assist in the preparation, control and balancing of Councils budget.



- Assist with the preparation of the Annual Financial Report and statistics.
- Manage daily cash requirements and ensure all excess funds are invested on Councils behalf at the most beneficial terms within the constraints provided by legislation and Councils investment policy.
- Ensure that the Local Government Act, Financial Management Regulations, Australian Accounting Standards and all other relevant statutes are fully complied with in each of the managed sections.

#### Finance Officer - Creditors

- Process and control accounting data and documents relating to sundry creditors to maintain internal control procedures, reconcile outstanding amounts, and to facilitate the efficient payment of creditors.
- Ensure creditor records and files are accurately maintained and are fully secured.
- Prepare and enter all invoices, adjustments, and credit notes, together with all supporting documentation in a timely and accurate manner.
- Reconcile creditors subsidiary ledger to General Ledger Control Account at least monthly.
- Assist customer service officers in Place in relation to creditors enquiries and liaise with key stakeholders.

#### Finance Officer - Rates

- Undertake rate modelling for annual budgeting purposes.
- Levy rates, issue rates notices, and follow up payments to ensure rate collection is timely.
- Take necessary action in accordance with Council Policy to collect all outstanding rates including summons action.
- Record and invoice organisations for Ex-Gratia Rates payments.
- Supervise the review of pensioners with the State Revenue Office and ensure all pensioner claims are processed in a timely manner.
- Ensure rates records and files are accurately maintained and are fully secured.
- Coordinate property enquiries.
- Reconcile rates debtor subsidiary ledger to General Ledger Control Account at least monthly.
- Prepare quarterly report advising action on outstanding rates debtors for Accountant.
- Prepare and maintain owners and occupiers roll, and prepare consolidated electoral roll.
- Assist customer service officers in Place in relation to rate enquiries and liaise with the Valuer Generals Office, other local governments and key stakeholders.

### Finance Officer – Debtors/Creditors

- Ensure debtor records and files are accurately maintained and are fully secured.
- Prepare and enter all debtor invoices, adjustments and credit notes together with all supporting documentation in a timely and accurately manner.
- Take necessary action in accordance with Council Policy to collect all outstanding monies including summons action.
- Reconcile debtor's subsidiary ledger to General Ledger Control Account at least monthly.
- Prepare quarterly report advising action on outstanding debtor accounts for Accountant.
- Management and reconciliation of direct credit rates and debtor payments to bank statement, in conjunction with rates officer.
- Process and control accounting data and documents relating to sundry creditors to maintain internal control procedures, reconcile outstanding amounts, and to facilitate the efficient payment of creditors.
- Ensure creditor records and files are accurately maintained and are fully secured.
- Prepare and enter all invoices, adjustments, and credit notes, together with all supporting documentation in a timely and accurate manner.
- Reconcile creditors subsidiary ledger to General Ledger Control Account at least monthly.
- Assist customer service officers in Place in relation to creditors enquiries and liaise with key stakeholders.
- Assist customer service officers in Place in relation to debtor enquiries and liaise with key stakeholders.

### Assistant Finance Officer

- Assist the Finance Officer – Rates, Debtors and Creditors in the performance of their duties and responsibilities.
- Undertake relief duties for the Finance Officer – Rates, Debtors and Creditors when on Annual, Sick or Long Service Leave.
- Assist the Accountant for the performance of their duties, inclusive of Word Processing and general clerical duties.
- Management and reconciliation of direct credit rates and debtor payments to bank statement, in conjunction with rates officer.

## 7.6 AWARDS AND WAGE STRUCTURE

### 7.6.1 CURRENT STATE SERVICE

POSITIONS	EMPLOYMENT TYPE	INSTRUMENT	LEVEL	2011/12 BUDGET SALARY
<b>SHIRE OF CUNDERDIN</b>				
Manager Finance & Administration	Full Time - Salaried	Local Government Industry Award 2010		\$61,098
Finance Officer	Full Time - Salaried	Local Government Industry Award 2010		\$37,664
<b>SHIRE OF QUAIRADING</b>				
Deputy CEO	Full Time - Salaried	Local Government Industry Award 2010		\$82,162
Senior Finance officer	Full Time - Salaried	Local Government Industry Award 2010		\$50,869
<b>SHIRE OF TAMMIN</b>				
Senior Finance Officer	Full Time - Salaried	Local Government Industry Award 2010		\$51,542
<b>SHIRE OF YORK</b>				
Deputy CEO	Full Time - Salaried	Employment Contract		\$107,696
Senior Finance Officer	Full Time - Salaried	Local Government Industry Award 2010		\$58,544
Finance Officer – Rates	Full Time - Salaried	Local Government Industry Award 2010		\$57,865
Finance Officer – Debtors/Payroll	Full Time - Salaried	Local Government Industry Award 2010		\$51,965
Finance Officer – Creditors	Full Time - Salaried	Local Government Industry Award 2010		\$44,212
Finance Officer - Trainee	Full Time - Salaried	Local Government Industry Award 2010		\$34,363

### 7.6.2 FUTURE STATE SERVICE

POSITIONS	EMPLOYMENT TYPE	INSTRUMENT	LEVEL	SALARY	TIME ALLOCATION	SALARY COST
Manager Financial Services	Full Time - Salaried	Employment Contract		\$110,000	0.60	\$66,000

POSITIONS	EMPLOYMENT TYPE	INSTRUMENT	LEVEL	SALARY	TIME ALLOCATION	SALARY COST
Accountant	Full Time -Salaried	Local Government Industry Award 2010		\$75,000	1.00	\$75,000
Finance Officer – Rates	Full Time - Salaried	Local Government Industry Award 2010		\$57,865	1.00	\$57,865
Finance Officer – Creditors	Full Time - Salaried	Local Government Industry Award 2010		\$51,965	1.00	\$51,965
Finance Officer – Debtors/Creditor	Full Time - Salaried	Local Government Industry Award 2010		\$51,965	1.00	\$51,965
Assistant Finance Officer	Full Time - Salaried	Local Government Industry Award 2010		\$48,000	0.50	\$24,000
<b>TOTAL</b>				<b>\$394,795</b>	<b>5.10</b>	<b>\$326,795</b>

## 8.0 PLANT & EQUIPMENT REQUIREMENTS

### 8.1 PLANT

#### 8.1.1 CURRENT STATE SERVICE

Current plant requirements are as follows-

POSITION	PLANT ITEM	COST
<b>SHIRE OF CUNDERDIN</b>		
Manager Finance & Administration (pooled)	Sedan	\$30,000
<b>SHIRE OF QUAIRADING</b>		
Deputy CEO	Sedan	\$40,000
<b>SHIRE OF YORK</b>		
Deputy CEO	Sedan	\$40,000
<b>TOTAL</b>		<b>\$110,000</b>

#### 8.1.2 FUTURE STATE SERVICE

The proposed new local government will require at least 2 light vehicles for administrative purposes to ensure the effective and efficient delivery of Financial Services. It is proposed that the vehicles will be pooled during the working day.

It is anticipated that one of the light vehicle will be required for the Manager Internal Services, which will form part of the salary package for that position.

POSITION	PLANT ITEM	ITEM COST	TIME ALLOCATION	COST ALLOCATION
Manager Financial Services	Executive Sedan	\$50,000	0.60	\$30,000
Accountant	Sedan	\$30,000	1.00	\$30,000

POSITION	PLANT ITEM	ITEM COST	TIME ALLOCATION	COST ALLOCATION
TOTAL		\$80,000	1.60	\$60,000

## 8.2 EQUIPMENT

It is not proposed to undertake a desktop analysis of office furniture for the current or future state of the Financial Service.

## **9.0 INFORMATION AND COMMUNICATIONS TECHNOLOGY**

### **9.1 HARDWARE**

#### **9.1.1 CURRENT STATE SERVICE**

Focus Networks were appointed by the South East Avon Regional Transitional Group (SEARTG) to undertake a site wide IT audit of each member local government of the SEARTG with the aim of-

- (1) Documenting the existing IT infrastructure at each site; and
- (2) Undertaking a health check at each site.

It is clear that the 4 local governments have outgrown their existing IT support mechanisms. Based on the technology scorecard results prepared by the consultants, it is recommended that major infrastructure implementation occur at all sites to achieve a desired level of IT reliability and security.

#### **9.1.2 FUTURE STATE SERVICE**

Focus Networks have prepared a report that shows how the proposed new local government's IT systems may be amalgamated into one shared autonomous network. It is intended that applications, hardware, network infrastructure and communications would be standardised wherever possible to reduce duplication and costs, simplify IT administration and improve service delivery.

### **9.2 SOFTWARE**

#### **9.2.1 CURRENT STATE SERVICE**

##### Shire of Cunderdin

The Shire of Cunderdin utilises the LGE Financial Software system comprising of the General Ledger, Payroll, Creditors, Debtors, Rates, Plant, Records Keeping, Stores, Assets, Dogs, Agendas and Minutes and Planning modules. Westpac Online Banking, MYOB for Trusts are also utilised to undertake the accounting and rating functions.

##### Shire of Quairading

The Shire of Quairading utilises the SynergySoft Financial Software system comprising of General Ledger, Payroll, Assets, Plant, Mapping/Rates, Debtors, Creditors, Dogs, Planning, Building, Health, Stock and Records modules. Westpac Online Banking and HI caps Medicare claim system are also used to undertake the accounting and rating functions.

##### Shire of Tammin

The Shire of Tammin utilises the QuickBooks Financial Software system comprising of the General Ledger, Creditors, Debtors, Payroll and Cash Receipting modules. The Shires internally developed rating system and NAB Connect Online Banking are also utilised to undertake the accounting and rating functions.

#### Shire of York

The Shire of York utilises the SynergySoft Financial software system comprising of General Ledger, Mapping/Rates, Payroll, Assets, Plant, Creditors, Debtors, Stores, Health, Building, Planning and Records modules. Westpac Online Banking, Bendigo Online Banking are also used to undertake the accounting and rating functions.

### **9.2.2 FUTURE STATE SERVICE**

Basic software requirements for the Financial Services Department of the proposed new local government will include-

- Microsoft Office Suite.
- Corporate Financial and Accounting Software solution.

The LGE System will be utilised by the Shires of Cunderdin and York prior to the proposed amalgamation and it is recommended that LGE be adopted as the common financial platform for the proposed new local government. The use of LGE as the common financial platform is supported by the Shires of Beverley, Cunderdin, Quairading and York holding joint sales and marketing rights for the LGE software in Western Australia.

- Flexible, feature rich desktop mapping and GIS.

Essential to efficient service delivery will be the ability by the Rates Officer to view up to date cadastre, ownership and aerial photography information. GIS technology will provide a feature rich spatial data and mapping tool that will allow the Rates Officer to conduct desktop valuation and rate modelling and property data and ownership verification.



## 10.0 INTERDEPENDENCE WITH OTHER COUNCIL SERVICES

The delivery of the short and medium term aims will have impacts on other Services either in terms of working more effectively together or generating support requirements. This interdependence is summarised below-

### Human Resources

- The redeployment, training and up skilling of staff in a variety of facets of finance and accounting will be required to ensure that high quality service is delivered to the communities. Human Resource support will be required to ensure the smooth transition of staff into their roles and also that appropriate training programs are designed and delivered to relevant staff.

### Public Relations and Communications

- Effective engagement and communication with the public is essential in relation to the Shires Plan for the Future, Long Term Financial Plans, Annual Budgets and Annual Financial Reports. Ongoing support and advice from the Public Relations and Communications Service will be required for the production of communication and promotional media and press releases.

### Information Technology

- The use of common software technology and a single corporate financial accounting system is essential to ensure efficient and effective service delivery to the communities and service units is achieved. Ongoing support and advice from the Information Technology Service will be required with the selection, implementation, deployment and support of the software technology.
- GIS and desktop mapping will play a significant role in improved service delivery. Ongoing support and advice from the Information Technology Service will be required with the selection, implementation, deployment and support of the GIS/desktop mapping solution.

### Place Services

- Place based customer service is critical to meeting the service expectations of the communities. Daily support from Place Services will be required for receipt of payments and rating enquiries.

### Other Services

- Work in conjunction with the other service units to add increased value through the provision of timely financial information, assistance in the formulation of annual budgets, business plans, service plans and feasibility studies, and monitoring the service unit budgets through the provision of online management reports.

## 11.0 MARKETING AND PROMOTION

Key marketing and promotional strategies for the Financial Service will include-

- Distribution of information through the Internet, front counter, mail-outs, business houses and contractors, as appropriate.
- Dissemination of general information, education, promotion and statutory public health compliance requirements through local newspapers, such as the Cunderdin Bandicoot, Banksia Bulletin (Quairading), Tammin Tabloid, York local papers, and other local newsletters.
- Dissemination of general information requirements through community newspapers circulating the district, such as the Avon Valley Advocate, Avon Valley Gazette and the Hills Gazette.
- Direct advice to residents, interest groups and businesses.
- Community consultation and information displays associated with major projects and other initiatives.

## 12.0 FINANCIAL ANALYSIS

This Service Plan is predicated on a number of assumptions, and it is important to note these assumptions when reading the Operating Income and Expenditure.

- Commencement of Service – 1 July 2013.
- Service provided to remain constant during the life of the Plan.
- Depreciation charge included (non cash).

### 12.1 FINANCIAL FORECASTS

#### 12.1.1 CURRENT STATE SERVICE

##### 12.1.1.1 Capital

EXPENDITURE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL
	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### 12.1.1.2 Operational

EXPENDITURE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
<b>Indirect Costs</b>						
WALGA Member Subscriptions	\$6,126	\$11,002	\$13,164	\$10,115	\$40,407	\$40,407
WALGA Great Eastern Zone Membership	\$2,800	\$2,800	\$3,000	\$2,060	\$10,660	\$10,660
Insurance	\$0	\$36,443	\$4,908	\$80,791	\$122,142	\$122,142
Other Member Expenses	\$0	\$56,200	\$1,150	\$2,060	\$59,410	\$59,410
Portraits & Plaques	\$0	\$0	\$0	\$1,030	\$1,030	\$1,030
Strategic Planning Expenses	\$0	\$0	\$0	\$7,000	\$7,000	\$7,000
Administration Salaries	\$279,364	\$449,678	\$219,411	\$835,202	\$1,783,655	\$1,783,655
Administration Superannuation	\$35,000	\$39,458	\$5,563	\$80,000	\$160,021	\$160,021
Relief Staff Provision	\$0	\$3,170	\$0	\$0	\$3,170	\$3,170
Bad Debts Written Off	\$0	\$0	\$0	\$250	\$250	\$250
Training & Conference Expenses	\$10,177	\$13,500	\$9,986	\$32,651	\$66,314	\$66,314
Staff Telephone Expenses	\$0	\$0	\$0	\$2,956	\$2,956	\$2,956
Employee Uniforms	\$2,228	\$0	\$1,750	\$5,150	\$9,128	\$9,128
Staff Amenities	\$1,226	\$0	\$0	\$0	\$1,226	\$1,226
Sick Leave Provision	\$0	\$0	\$3,829	\$0	\$3,829	\$3,829

EXPENDITURE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
Annual Leave provision	\$0	\$0	\$17,484	\$0	\$17,484	\$17,484
Long Service Leave provision	\$0	\$0	\$3,732	\$10,473	\$14,205	\$14,205
Admin Printing & Stationery	\$7,500	\$6,000	\$4,141	\$25,230	\$42,871	\$42,871
Telephone	\$11,140	\$7,500	\$5,596	\$20,041	\$44,277	\$44,277
Purchase Map for Admin Purposes	\$0	\$0	\$0	\$515	\$515	\$515
Postage & Freight	\$4,500	\$4,200	\$1,179	\$11,000	\$20,879	\$20,879
Admin Advertising Expenses	\$7,210	\$5,500	\$4,559	\$15,000	\$32,269	\$32,269
Office Equipment Maintenance	\$3,769	\$5,800	\$2,500	\$17,562	\$29,631	\$29,631
WALGA Subscriptions	\$5,011	\$1,050	\$1,675	\$0	\$7,736	\$7,736
Admin Insurance	\$0	\$13,500	\$0	\$0	\$13,500	\$13,500
Other Expenses	\$1,970	\$3,850	\$1,671	\$4,500	\$11,991	\$11,991
Vehicle Running Costs	\$4,500	\$10,150	\$7,863	\$12,721	\$35,234	\$35,234
Fringe Benefits Tax	\$15,000	\$0	\$6,000	\$45,000	\$66,000	\$66,000
Other Consultant Expenses	\$0	\$0	\$17,500	\$32,482	\$49,982	\$49,982
Legal Expenses	\$0	\$2,000	\$5,000	\$5,515	\$12,515	\$12,515
Travelling & Accommodation	\$0	\$0	\$2,500	\$0	\$2,500	\$2,500
Staff Recruitment Costs	\$9,000	\$0	\$0	\$0	\$9,000	\$9,000
Staff Relocation Expenses	\$0	\$0	\$29,019	\$500	\$29,519	\$29,519
<b>Sub-Total – Indirect Costs</b>	<b>\$406,521</b>	<b>\$671,801</b>	<b>\$373,180</b>	<b>\$1,259,804</b>	<b>\$2,711,306</b>	<b>\$2,711,306</b>
<b>Less 25% of Indirect costs allocated to CEO Office</b>	<b>(\$101,630)</b>	<b>(\$167,950)</b>	<b>(\$93,295)</b>	<b>(\$314,951)</b>	<b>(\$677,826)</b>	<b>(\$677,826)</b>
<b>Sub-Total – Remaining Indirect Costs</b>	<b>\$304,891</b>	<b>\$503,851</b>	<b>\$279,885</b>	<b>\$944,853</b>	<b>\$2,033,480</b>	<b>\$2,033,480</b>
<b>Less 1% of Indirect costs allocated to PR &amp; Communications</b>	<b>(\$3,087)</b>	<b>(\$5,101)</b>	<b>(\$2,834)</b>	<b>(\$9,566)</b>	<b>(\$20,588)</b>	<b>(\$20,588)</b>
<b>Less 5% of Indirect costs allocated to Payroll &amp; HR</b>	<b>(\$15,436)</b>	<b>(\$25,505)</b>	<b>(\$14,170)</b>	<b>(\$47,832)</b>	<b>(\$102,943)</b>	<b>(\$102,943)</b>
<b>Less 9% of Indirect costs allocated to IT &amp; Records Mgmt</b>	<b>(\$27,785)</b>	<b>(\$45,910)</b>	<b>(\$25,506)</b>	<b>(\$86,097)</b>	<b>(\$185,298)</b>	<b>(\$185,298)</b>
<b>Sub-Total – Net Indirect Costs</b>	<b>\$258,583</b>	<b>\$427,335</b>	<b>\$237,375</b>	<b>\$801,358</b>	<b>\$1,724,651</b>	<b>\$1,724,651</b>
<b>Plus Direct Costs</b>						
Rates - Salaries	\$0	\$0	\$0	\$52,382	\$52,382	\$52,382
Rates - Superannuation	\$0	\$0	\$0	\$7,333	\$7,333	\$7,333
Rates – Long Service Leave provision	\$0	\$0	\$0	\$1,490	\$1,490	\$1,490
Cash Discrepancy	\$0	\$0	\$0	\$10	\$10	\$10
Provision for Doubtful Debts	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000
Rates - Training	\$1,272	\$0	\$0	\$0	\$1,272	\$1,272
Valuation Expenses	\$16,500	\$14,000	\$10,500	\$16,000	\$57,000	\$57,000
Debt Recovery Expenses	\$7,996	\$2,500	\$0	\$10,515	\$21,011	\$21,011

EXPENDITURE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
Rates Stationery & printing	\$0	\$0	\$0	\$1,545	\$1,545	\$1,545
Title Searches	\$1,537	\$500	\$100	\$258	\$2,395	\$2,395
Rates Incentive Prize Money	\$500	\$0	\$0	\$500	\$1,000	\$1,000
Write Off of Rates	\$0	\$0	\$0	\$3,500	\$3,500	\$3,500
Pensioner Rebates	\$35,000	\$0	\$0	\$0	\$35,000	\$0
Advertising Expenses	\$0	\$0	\$0	\$0	\$0	\$0
Consultants	\$45,000	\$0	\$0	\$0	\$45,000	\$45,000
Other Sundry	\$1,600	\$0	\$0	\$10,732	\$12,332	\$12,332
Audit Fees	\$13,500	\$13,500	\$8,000	\$13,512	\$48,512	\$48,512
Legal fees	\$0	\$0	\$1,500	\$0	\$1,500	\$1,500
Bank Charges	\$6,000	\$5,500	\$2,760	\$13,645	\$27,905	\$27,905
Merchant & electronic banking charges	\$2,955	\$0	\$1,200	\$0	\$4,155	\$4,155
Accounting Services	\$0	\$13,500	\$20,000	\$0	\$33,500	\$33,500
In kind contribution – Long Term Financial Planning	\$500	\$0	\$0	\$0	\$500	\$500
Insurance	\$0	\$510	\$0	\$0	\$510	\$510
Postage & Freight	\$0	\$0	\$275	\$0	\$275	\$275
<b>Sub-Total – Direct Costs</b>	<b>\$132,360</b>	<b>\$50,010</b>	<b>\$44,335</b>	<b>\$136,422</b>	<b>\$478,274</b>	<b>\$443,274</b>
<b>TOTAL EXPENSES</b>	<b>\$390,943</b>	<b>\$477,345</b>	<b>\$281,710</b>	<b>\$937,780</b>	<b>\$2,087,778</b>	<b>\$2,052,778</b>

REVENUE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
Unimproved Value Rates	(\$1,083,047)	(\$1,574,774)	(\$634,518)	(\$1,583,710)	(\$4,876,049)	(\$4,876,049)
Gross Rental Value Rates	(\$388,686)	(\$0)	(\$82,166)	(\$1,927,955)	(\$2,398,807)	(\$2,398,807)
Penalty Interest on Late Payment of Rates	(\$7,627)	(\$4,800)	(\$3,000)	(\$50,000)	(\$65,427)	(\$65,427)
Penalty Interest on Late Payment of ESL	(\$0)	(\$0)	(\$0)	(\$1,100)	(\$1,100)	(\$1,100)
Instalment Charges on Payment of Rates	(\$6,234)	(\$1,500)	(\$1,100)	(\$15,600)	(\$24,434)	(\$24,434)
Instalment Interest on Payment of Rates	(\$0)	(\$2,600)	(\$2,000)	(\$16,000)	(\$20,600)	(\$20,600)
Back Rates	(\$0)	(\$0)	(\$0)	(\$100)	(\$100)	(\$100)
Reimbursement of Legal Fees	(\$1,500)	(\$0)	(\$0)	(\$17,600)	(\$19,100)	(\$19,100)
Exgratia Payments in Lieu of Rates	(\$10,415) <sup>1</sup>	(\$7,900)	(\$4,868) <sup>1</sup>	(\$7,504)	(\$30,687)	(\$30,687)
Rate Enquiry Fees	(\$2,823)	(\$0)	(\$200)	(\$12,000)	(\$15,023)	(\$15,023)
Interest on Deferred Pensioner Rates	(\$0)	(\$900)	(\$200)	(\$2,000)	(\$3,100)	(\$3,100)
Pensioner Rebates	(\$35,000)	(\$0)	(\$0)	(\$0)	(\$35,000)	(\$0)
Interest on Investments	(\$23,326)	(\$55,000)	(\$36,000)	(\$63,110)	(\$177,436)	(\$177,436)
Financial Assistance Grants	(\$505,743)	(\$605,887)	(\$437,025)	(\$481,975)	(\$2,030,630)	(\$2,030,630)

Donations – Rate Incentive Prize	(\$500)	(\$0)	(\$0)	(\$0)	(\$ 500)	(\$0)
Other Sundry Income	(\$2,666)	(\$4,500)	(\$400)	(\$0)	(\$7,566)	(\$7,566)
ESL Commission	(\$0)	(\$4,000)	(\$4,000)	(\$4,000)	(\$12,000)	(\$4,000)
<b>Less Discount</b>	<b>\$0</b>	<b>\$44,800</b>	<b>\$26,500</b>	<b>\$0</b>	<b>\$71,300</b>	<b>\$71,300</b>
<b>TOTAL REVENUE</b>	<b>(\$2,067,567)</b>	<b>(\$2,217,061)</b>	<b>(\$1,178,977)</b>	<b>(\$4,182,654)</b>	<b>(\$9,646,259)</b>	<b>(\$9,602,759)</b>
<b>SURPLUS FUNDING FROM GENERAL REVENUE (incl. of depreciation)</b>	<b>(\$1,676,624)</b>	<b>(\$1,739,716)</b>	<b>(\$897,267)</b>	<b>(\$3,244,874)</b>	<b>(\$7,558,481)</b>	<b>(\$7,549,981)</b>
<b>SURPLUS FUNDING FROM GENERAL REVENUE (excl. of depreciation)</b>	<b>(\$1,676,624)</b>	<b>(\$1,739,716)</b>	<b>(\$897,267)</b>	<b>(\$3,244,874)</b>	<b>(\$7,558,481)</b>	<b>(\$7,549,981)</b>

Note 1: - The Shire of Cunderdin and the Shire of Tammin include the Exgratia Rates payment as part of the Amount to be Made up from Rates calculation.

## 12.1.2 FUTURE STATE SERVICE

### 12.1.2.1 Capital

No forecasts for capital for the future state have been made.

### 12.1.2.2 Operational

EXPENDITURE DESCRIPTION	Costs as if Business Unit	Costs as if part of LG Operations
<b>Employee Costs</b>		
- Manager Financial Services (0.60 FTE)	\$66,000	\$66,000
- Accountant	\$75,000	\$75,000
- Finance Officer - Rates	\$57,865	\$57,865
- Finance Officer - Creditors	\$51,965	\$51,965
- Finance Officer - Debtors	\$51,965	\$51,965
- Assistant Finance Officer (0.50)	\$24,000	\$24,000
Long Service Leave - ( \$27.11 average per hr x 38hrs x 1.30 weeks x 6.10 FTE)	\$8,170	\$8,170
Insurance Workers Compensation	\$9,804	\$9,804
Superannuation (14%)	\$45,751	\$45,751
17.5% Loading	\$4,103	\$4,103
Recruitment	\$5,500	\$5,500
Training	\$9,000	\$9,000
Uniforms	\$3,200	\$3,200
Staff Housing (provision for 50% subsidy for Manager & Accountant)	\$7,800	\$7,800
<b>Plant Operating Costs</b>		
Vehicle Running Expenses 2.4 vehicles x \$8000 pa	\$12,800	\$12,800
Fringe Benefit Tax (2.40 Vehicles)	\$6,370	\$6,370

EXPENDITURE DESCRIPTION	Costs as if Business Unit	Costs as if part of LG Operations
Financing Costs (1 motor vehicle \$30,000 @ 8%= \$565 per month x 12months= \$6,780 Residual Value \$6,000)	\$6,780	\$0
<b>Utilities</b>		
Electricity (\$150 per month)	\$1,800	\$1,800
Internet	\$2,000	\$2,000
Telephone	\$10,000	\$10,000
<b>Insurance</b>		
Insurance-public liability and other	\$1,000	\$1,000
Officers Liability Insurance	\$2,500	\$2,500
Business Practices Protection	\$8,000	\$8,000
Income Protection	\$9,000	\$9,000
<b>Other</b>		
Rent and Outgoings (60m2 x \$13.80/m2 = \$828per month) Office	\$9,936	\$0
Office Expenses (incl. stationery & printing)	\$9,000	\$9,000
Office Equipment Maintenance	\$13,000	\$13,000
Postage - Rates notices, other	\$9,500	\$9,500
Other (incl. other office expenses, etc)	\$3,500	\$3,500
WALGA Services Subscriptions	\$3,500	\$3,500
Advertising	\$5,000	\$5,000
Legal Expenses	\$6,000	\$6,000
Fringe Benefits Tax (Other Expense benefits)	\$4,000	\$4,000
Consultancy Expenses	\$10,000	\$10,000
Accountancy Fee	\$7,660	\$0
Valuation Expenses - Rating	\$57,000	\$57,000
Debt Recovery Expenses	\$21,000	\$21,000
Title Searches	\$2,400	\$2,400
Write Off of Rates	\$3,500	\$3,500
Audit Fee	\$25,000	\$25,000
Bank Charges	\$27,800	\$27,800
Merchant & Electronic Banking Charges	\$4,250	\$4,250
Accounting Services - contract	\$10,000	\$10,000
Asset Inventory Valuation and stocktake – consultancy (every 4 Yrs)	\$25,000	\$25,000
<b>Depreciation</b>		
Depreciation (Motor vehicle \$ 60,000 laptops \$7500 and office furniture \$8000 depn rate 15%)	\$9,825	\$19,825
<b>TOTAL EXPENSES</b>	<b>\$749,244</b>	<b>\$734,868</b>

REVENUE DESCRIPTION	Costs as if Business Unit	Costs as if part of LG Operations
<b>Rates</b>		
UV Rates	(\$4,876,049)	(\$4,876,049)
GRV rates	(\$2,398,807)	(\$2,398,807)
Back Rates	(\$100)	(\$100)
<b>Fees and Charges</b>		
Instalment Admin charges for Rates Payments	(\$24,434)	(\$24,434)
Exgratia Rates Payments in Lieu of Rates	(\$30,687)	(\$30,687)
Rate/Property Enquiry Fees	(\$15,023)	(\$15,023)
<b>Interest Earned</b>		
Penalty Interest on Late Payment of Rates	(\$65,427)	(\$65,427)
Penalty Interest on Late Payment of ESL	(\$1,100)	(\$1,100)
Instalment Interest for Rates Payments	(\$20,600)	(\$20,600)
Interest on Deferred Pensioner Rates	(\$3,100)	(\$3,100)
Interest on Investments	(\$177,436)	(\$177,436)
<b>Other Revenue</b>		
Reimbursement of Legal Fees	(\$19,100)	(\$19,100)
ESL Commission	(\$4,000)	(\$4,000)
Other Sundry Income	(\$7,566)	(\$7,566)
<b>Grants</b>		
Financial Assistance Grants	(\$2,030,630)	(\$2,030,630)
<b>TOTAL REVENUE</b>	<b>(\$9,674,059)</b>	<b>(\$9,674,059)</b>
<b>SURPLUS FUNDING FROM GENERAL REVENUE (inclusive of depreciation)</b>	<b>(\$8,924,815)</b>	<b>(\$8,939,191)</b>
<b>SURPLUS FUNDING FORM GENERAL REVENUE (exclusive of depreciation)</b>	<b>(\$8,934,640)</b>	<b>(\$8,959,016)</b>

## 12.2 FEE STRUCTURE

The recommended fees and charges to be made for the utilisation of the services are set out below.

Schedule of Fees		Charge (Ex GST)
Service Type		
1. Rate Enquiries-		
(a) Rates/Property Enquiry - simple		\$50.00



(b) Rates/Property Enquiry – complex	\$125.00
(c) Rate Book on disk and printed	\$100.00
(d) Rate Reports – printed per page	\$1.00 per page
2. Bank Charges	
(a) Dishonoured Cheque Fee	\$55.00
(b) Debit Card Transaction Fee	1.05% of transaction value
(c) Credit Card Transaction Fee	2.00% of transaction value
(d) Bank Fee – minimum charge	\$1.00
3. Interest and Administration Charges on Rates	
(a) Interest percentage charged on overdue rates/rubbish charge	11.00%
(b) Interest percentage charged on Rates/Rubbish Instalment Payments	5.50%
(c) Administration fee per Instalment	\$8.00
(d) Issue of Final Demand Notice for outstanding payments	\$25.00
4. Title Search Fee	\$45.45

Note:

1. All charges will be subject to annual review by the local government.

## 13.0 TRANSITIONAL REQUIREMENTS

The transitional costs identified for the delivery of Financial Services by the proposed new local government are as follows-

- |   |          |
|---|----------|
| (1) Upgrade and installation of information technology to provide access to corporate financial systems from each place centre (cost incorporated in Information Technology and Records Management Services – Service Delivery Plan)  | \$0      |
| (2) Initial promotion and marketing of new service to communities (cost incorporated in Public Relations and Communications Service Delivery Plan).   | \$0      |
| (3) Office refurbishment requirements (cost incorporated in Property Maintenance Service Delivery Plan).  | \$0      |
| (4) Administration Reporting - Management Reporting System and develop new chart of accounts  | \$20,000 |
| (5) Purchase and implementation of a feature rich desktop mapping and GIS system, and integration of the multiple cadastre information databases into one local government (includes set-up costs of \$10,000 plus annual subscription) (Cost included in the Planning Service – Service Delivery Plan) | \$0      |
| (6) Printing Costs – printing of new stationery including letterheads, cheques, business cards, with compliments slips, etc.  | \$40,000 |

## 14.0 ISSUES

The Local Government Act indicates those matters that a Local Government should concern itself about in relation to services and facilities.

This section answers the questions raised.

### 14.1 OPERATIONS

- **Do the services and facilities integrate and coordinate with those provided by governments and public bodies?**

The financial service is part of an integrated range of internal services to be provided by the proposed new local government. The Service performs functions which coordinate with those provided by Government and public bodies.

- **Do the services and facilities duplicate, to an inappropriate extent, with those provided by governments, and any body or person, whether public or private?**

The Local Governments' financial services duplicate those provided by other local governments and, to a certain extent the services available in the private sector. However, the in-house service is an integral part of the proposed new local governments' operations.

- **How can the Local Government satisfy itself that the services and facilities are managed efficiently and effectively?**

Professional staff, who are subject to annual performance reviews, deliver the services. These reviews, which are undertaken by appropriately qualified and experienced personnel, will ensure the operations of the Financial Service are managed in an effective and efficient manner. In addition to these reviews, a corporate database containing the performance measures developed for this Service will be maintained. The database will be updated every month and will provide information in relation to the service provided.

### 14.2 CAUSE AND EFFECTS

- **What is the expected effect of the Service on the provision of services and facilities provided by the local government?**

The Service will provide comprehensive, timely and accurate financial reporting, rating and accounting services for all the other services operated by the proposed new local government.

- **What is the expected effect of the Service on other persons providing services and facilities in the region?**

There are no other persons within the proposed new local government at present with the knowledge and experience to provide the level of accounting, financial reporting and rating services required by the proposed new local government. The potential development in the proposed new local government may result in an economic environment that will enable new service providers to enter the market place.

- **What is the expected financial effect on the Local Government?**

Although the costs of operating the services are allocated to other services of the proposed new local government, some of the costs will require funding from general purpose revenue.

- **What is the expected effect of the Service in relation to the future planning for the region?**

The aims of the Service are in line with the aims and objectives of other local governments in the region.

- **Has the local government the ability to manage the services and facilities?**

The proposed new local government will employ appropriately qualified and experienced staff to ensure the service meets the expectations of the community as a whole.

## **15.0 COST BENEFIT ANALYSIS**

### **15.1 COSTS**

The costs associated with the delivery of Financial Services on a regional basis will reduce by \$1,409,035, due to a reduction in duplication of resources, mainly staff and technology.

### **15.2 BENEFITS**

The Service will provide professional, timely and effective accounting and financial services to other service units of the proposed new local government.

## 16.0 PERFORMANCE MEASURES

### 16.1 ACHIEVEMENT OVERVIEW – PREVIOUS YEAR

It is not proposed to analyse each of the member RTG local governments for the prior years. This heading has been incorporated in the Plan to provide for the future measurement of performance of the Service.

### 16.2 CUSTOMER SATISFACTION

Annual internal and external customer surveys will be conducted to measure customer satisfaction in relation to service delivery in future years.

### 16.3 SERVICE BASED INDICATORS

The following service based indicators are proposed-

SERVICE BASED INDICATORS	TARGET YEAR 1
Financial services operating cost as a percentage of the total operating cost of all services provided by the local government	10%
Finalisation of Annual Financial Statements by	15 September
Adoption of Annual Budget by	15 July
Budget review to be undertaken by	31 January
Outstanding Rates Percentage	5%
Outstanding rates percentage to decrease from previous year	By 1%
Rate assessment notices are forwarded to all rateable property owners. within 30 days of the rates being adopted by the local government	within 30 days of the rates being adopted by the local government

## 17.0 ASSESSMENT

The Plan reveals that the Financial Service will provide savings of approximately \$1,429,068 in net terms.

The overall management of the Financial Service by the proposed new local government will value add to services through adding insight to financial information and assist other services within available resources.

It is proposed that the Financial Service will be delivered regionally and also under a Place based service model. The Place based approach, combined with the utilisation of the latest technologies, will provide an improved and more efficient service to the communities.

*Securing Our Future...*

# **HUMAN RESOURCES & PAYROLL SERVICES SERVICE DELIVERY PLAN**

**...providing better service to South East Avon communities...**

**DCA**

DOMINIC CARBONE AND ASSOCIATES



Government of Western Australia  
Department of Local Government

*www.securingourfuture.com.au*



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## 1.0 STRATEGIC OVERVIEW

The key functions of the Service involve-

- Occupational Health and Safety;
- Recruitment;
- Employment Contract Management;
- Strategic Human Resource Planning;
- Management of Organisational Change;
- Training;
- Counselling;
- Performance Management;
- Salaries and Wages Administration;
- Industrial Relations;
- Workers Compensation;
- Payroll; and
- Personnel Record Administration

This Service Delivery Plan intends that the service will be delivered by the proposed new local government regionally.

The Service will form part of the Financial Services Division, which also incorporates the Human Resource/Payroll Services. The Manager of Financial Services will be responsible for the day to day operations of the Service.

The aims of the Service are as follows-

### Short Term

- To undertake staff placements.
- To consolidate Human Resource policies, delegations and processes for the delivery of the Human Resources & Payroll service on a local and regional basis.
- Implement an integrated Information Technology system for Human Resources and Payroll.
- Alignment of Industrial Agreements and Awards.
- Finalise voluntary separations, redundancies and redeployments.
- Identify Service Level standards.

- Management of organisational/cultural change.
- Conduct a training needs analysis and develop training plans.
- Development of performance appraisal system and management process.

#### Medium Term

- Development of a vision and strategy for the service.
- Achieve continuous improvement in the performance of the Human Resource/Payroll Service.

#### Long Term

- Manage the future demand for the service.

Whilst the cost of providing the service will increase by approximately \$123,636, additional staff resources, combined with the latest technology, have been factored in to ensure that the organisation will receive a better service.

## **2.0 STRATEGIC ALIGNMENT**

The proposed new local government has a wide range of statutory duties and powers relating to the provision of a range of services to the communities it serves.

### **2.1 STRATEGIC COMMUNITY PLAN**

The Financial Service will contribute to the strategic priorities of the proposed local government in the following manner-

- Sustained service delivery.
- Compliance with legislative requirements.
- Proper administration of the Local Governments' employee related management services.

### **2.2 CORPORATE BUSINESS PLAN**

The Human Resource/Payroll Service - Service Delivery Plan will serve to inform the-

- Workforce Plan
- Long Term Financial Plan

and will form the basis for the preparation of the Corporate Business Plan.



### **3.0 ALIGNMENT OF NEEDS TO DIFFERENT COMMUNITIES**

Human Resource and Payroll Services will be provided throughout the proposed new local government, with Place centres in Cunderdin, Quairading, Tammin and York.

The Human Resource and Payroll service will ensure that the proposed new local government and its employees will continue to receive timely and cost effective advice and assistance in managing human resource issues.

## **4.0 AIMS OF THE SERVICE**

### **4.1 SHORT TERM**

- To undertake staff placements.
- To consolidate Human Resource policies, delegations and processes for the delivery of the Human Resources & Payroll service on a local and regional basis.
- Implement an integrated Information Technology system for Human Resources and Payroll.
- Alignment of Industrial Agreements and Awards.
- Finalise voluntary separations, redundancies and redeployments.
- Identify Service Level standards.
- Management of organisational/cultural change.
- Conduct a training needs analysis and develop training plans.
- Development of performance appraisal system and management process.

### **4.2 MEDIUM TERM**

- Development of a vision and strategy for the service.
- Achieve continuous improvement in the performance of the Human Resource and Payroll Service.

### **4.3 LONG TERM**

- Manage the future demand for the service.

## **5.0 SERVICES OFFERED**

### **5.1 TYPE OF SERVICE**

#### **5.1.1 HISTORY OF HUMAN RESOURCE AND PAYROLL SERVICES**

The Human Resource and Payroll department provides a wide range of employee related services namely, Occupational Health & Safety, Recruitment, employment contract management, strategic human resource planning, management of organisational change, employee induction, training , counselling, performance management, salary and wages administration, personnel records, industrial relations including enterprise bargaining, legal interpretation, workers compensation and payroll.

#### **5.1.2 CURRENT STATE HUMAN RESOURCE/PAYROLL SERVICE**

The Human Resources currently provided by all of the RTG Member local governments is summarised as follows:

- No member local government has a dedicated Human Resources department/section.
- The Human Resource functions are, in the main, performed by the CEO.
- Change management is addressed on an ad-hoc basis.
- Each member local government has an established grievance procedure.
- Recruitment is undertaken internally and externally for senior positions. Local and state-wide media is used to advertise vacancies.
- Four member local governments utilise the Local Government Industry Award 2010, with one local government having its own Collective Work Place Agreement for administration staff and one for outside operations staff.
- The member local governments utilise the WALGA Workplace Solutions service for Award advice.
- All member local governments utilise a payroll module, which forms part of their integrated Financial Software system (i.e. QuickBooks, SynergySoft, LGE) and provide an in-house payroll service.

#### **5.1.3 FUTURE STATE HUMAN RESOURCE/PAYROLL SERVICE**

The future service will be committed to ensuring best practices are constantly developed and maintained, and that quality, cost effective service is delivered in a timely, efficient and courteous manner.

The core services to be provided include-

- Occupational Health & Safety - To ensure that the proposed new local government meets both its statutory and employee obligations regarding health and safety.
- Industrial Relations - To provide advice and direction in order to comply with legislative requirements and to achieve maximum productivity.

- Education and Development - To assess skills and knowledge, develop training plans and to deliver, or coordinate delivery of, training.
- Strategic Human Resource - To develop a strategy and policies to position the proposed new local government as a preferred employer.
- Advice - To provide and/or seek advice on legal implications arising from Human Resource issues.
- Employment/Recruitment - To undertake and/or coordinate the recruitment of staff.
- Payroll - To undertake the payroll function of the proposed new local government.

## **5.2 METHOD OF DELIVERY**

### **5.2.1 CURRENT STATE SERVICE**

- Shire of Cunderdin - Internal payroll function; limited human resource services such as recruitment delivered internally or with assistance from consultants and WALGA Workplace Solutions for industrial advice.
- Shire of Quairading - Internal payroll function; limited human resource services such as recruitment delivered internally or with assistance from consultants and WALGA Workplace Solutions for industrial advice.
- Shire of Tammin - Internal payroll function; limited human resource services such as recruitment delivered internally or with assistance from consultants and WALGA Workplace Solutions for industrial advice.
- Shire of York - Internal payroll function; limited human resource services such as recruitment delivered internally or with assistance from consultants and WALGA Workplace Solutions for industrial advice.

### **5.2.2 FUTURE STATE SERVICE**

It is intended that the proposed new local government will provide the Human Resource and Payroll Service in-house, through the engagement of suitably qualified and experienced staff. Consultants may be engaged to assist with the delivery of the service, on an as required basis.

## **5.3 FREQUENCY (LEVEL OF SERVICE)**

### **5.3.1 CURRENT STATE SERVICE**

- Shire of Cunderdin - Payroll daily; Human Resources ad-hoc as required basis.
- Shire of Quairading - Payroll daily; Human Resources ad-hoc as required basis.
- Shire of Tammin - Payroll daily; Human Resources ad-hoc as required basis.
- Shire of York - Payroll daily; Human Resources ad-hoc as required basis.

### **5.3.2 FUTURE STATE SERVICE**

It is proposed that the new local government will provide a daily Human Resource and Payroll Service. This will involve the delivery of the Service in place. Further information on this is provided in Section 7.1 of this Plan.

## **5.4 CONTRACTUAL ARRANGEMENTS**

### **5.4.1 CURRENT STATE SERVICE**

All of the RTG member local governments engage consultants on an as required basis for the recruitment of staff, and all members subscribe to WALGA Workplace Solutions for industrial and Award advice.

### **5.4.2 FUTURE STATE SERVICE**

It is not anticipated that the proposed new local government will enter into contractual arrangements for the delivery of the Human Resource and Payroll Service, with the exception of those officers engaged under employment contracts.

## **6.0 OPERATING LOCATIONS**

### **6.1 LOCATIONS**

#### **6.1.1 CURRENT STATE SERVICE**

The Human Resource/Payroll Services are currently delivered from the following locations-

- Shire of Cunderdin - Lundy Avenue, Cunderdin, WA 6407.
- Shire of Quairading - 10 Jennaberring Road, Quairading, WA 6382.
- Shire of Tammin - 1 Donnan Street, Tammin, WA 6409.
- Shire of York - 1 Joaquina Street, York, WA 6302.

#### **6.1.2 FUTURE STATE SERVICE**

It is intended that the Human Resource/Payroll Service will be delivered by the proposed new local government as follows-

##### Place Based Services

Delivered from each Place centre (location) as detailed in 6.1.1.

##### Regional Services

The location of the Human Resources and Payroll Services team will require further detailed study, so that the proposed new local government can make an informed decision on the location of employees, and divisions, from a whole of organisation perspective.

The proposed new local government needs to consider its accommodation requirements in the context of the available office space at the various administrative centres of the existing local governments, and not unnecessarily undertake the construction of new office facilities at a centralised location.

### **6.2 ACCOMMODATION REQUIREMENTS**

In determining whether a building has sufficient capacity to provide the required service, the following factors have been taken into consideration-

- Requirements of the Occupational Health and Safety Regulations 1996.
- Building Code of Australia.
- National Occupational Health and Safety Commission – Ergonomic Principles.

### **6.3 FACILITIES USED**

#### **6.3.1 CURRENT STATE SERVICE**

The position of Finance Officer Debtors/Payroll for the Shire York has been incorporated into the Financial Services – Service Delivery Plan for the Current State

#### **6.3.2 FUTURE STATE SERVICE**

It is proposed that an office space of approximately 28m<sup>2</sup> will be required.

### **6.4 OWNERSHIP**

There is a range of existing facilities that have the potential to be used for the delivery of Human Resources and Payroll Services. Each of these facilities are owned by a member local government of the Regional Transition Group, and in turn will be owned by the proposed new local government.

## 7.0 PERSONNEL

### 7.1 PERSONNEL PLAN

The tables below detail the current and future staffing requirements for the delivery of the Human Resource/Payroll Service.

#### 7.1.1 CURRENT STATE SERVICE

Positions	Forecasts (Full Time Equivalent Employees)				
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>SHIRE OF CUNDERDIN</b>		(No future demand projections undertaken)			
Payroll Officer (12 hours per fortnight)	0.15				
Works Supervisor	0.03				
<b>SHIRE OF QUAIRADING</b>					
Payroll Officer (9 hours per fortnight)	0.13				
Works Supervisor	0.03				
<b>SHIRE OF TAMMIN</b>					
Payroll Officer (8 hours per fortnight)	0.10				
Works Supervisor	0.01				
<b>SHIRE OF YORK</b>					
Payroll Officer (30 hours per fortnight)	0.40				
Works Manager	0.10				
Depot Officer	0.20				
<b>TOTAL</b>	<b>1.15</b>				



### 7.1.2 FUTURE STATE SERVICE

POSITIONS	FORECASTS (FULL TIME EQUIVALENT EMPLOYEES)				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Manager Financial Services	0.15	No future demand projections have been made.			
Human Resource Supervisor	1.00				
Payroll Officer	1.00				
Assistant Payroll Officer	0.20				
<b>TOTAL</b>	<b>2.35</b>				

### 7.2 DELIVERY OF SERVICE IN PLACE

The Human Resource and Payroll Service will be delivered regionally. The checking and certifying of timesheets for employees working locally will be undertaken in each place. This component has been incorporated into the Place Service Delivery Plans.

### 7.3 ANTICIPATED FUTURE DEMAND FOR THE SERVICE

It is intended that the proposed new local government will review the service delivery plan on an annual basis and will be in a position to forecast future demand for the service.

This information will be incorporated into the Workforce Plan of the proposed new local government.

### 7.4 ORGANISATIONAL CHART FOR HUMAN RESOURCE/PAYROLL SERVICE

The Chart displayed below depicts the organisational line of responsibility in respect of the Human Resource and Payroll Service.



## 7.5 POSITION TITLES AND DESCRIPTIONS

The details below provide an overview of the position titles and key responsibilities for the current and future states.

### 7.5.1 CURRENT STATE SERVICE

#### Shire of York

- Finance Officer – Debtors/Payroll;

### 7.5.2 FUTURE STATE SERVICE

#### Manager Financial Services

- Manage the Financial Services Department and provide leadership and direction to all staff within the Human Resource and Payroll Services Unit, set objectives and fulfil statutory requirements.
- Assume full budgetary control for the Financial Services Division.

- Coordinate and manage the formulation of, and present to the Council, the Local Governments Annual Budget, Annual Financial Statements, Corporate Business Plan and Long Term Financial Plans, in accordance with the Local Government Act, Financial Management Regulations and Australian Accounting Standards and Concepts.
- Ensure accounting complies with legislative provisions and is recorded accurately.
- To coordinate the investment of surplus funds in accordance with Councils investments policy.
- To provide assistance with the preparation of business plans, feasibility studies relating to projects.
- Attend and participate in Council and Committee meetings, and other occasional committee meetings as required, and oversee the implementation of Council decisions.
- Oversee the proper levying of rates and their collection, and maintenance of the electoral roll.
- Oversee the raising of loans from lending institutions.
- Oversee the insurance process and ensure adequate cover is held for Council property and Workers Compensation.
- Oversee the implementation of occupational Health and Safety programs and compliance with legislative requirements.

#### Human Resources Supervisor

- Contribute to policy, planning and decision making to ensure the service unity continues to provide efficient, cost effective services, meets all statutory obligations and assists in the achievement of organisational objectives.
- Contribute to the development of business plans, policy formulation and general administrative functions.
- Coordinate recruitment and selection.
- Where appropriate provide staff with counselling and advice on Human Resource matters.
- Coordinate the administration of the staff performance and development program.
- Coordinate exit interview questionnaires.
- Coordinate training.
- Establish, maintain and develop the human resource management information system.
- Coordinate Workers Compensation Claims with insurance company.
- Coordinate the payroll function.

#### Payroll Officer

- Compile and maintain payroll information including calculation of deductions, allocations of tax and superannuation amounts.

- Data entry, reconciliations and regulatory administration.
- Interpret Award clauses and ensure interpretation in regard to salaries and wages payments are applied consistently.
- Prepare and reconcile Group Certificates.
- Administration and reconciliation of superannuation contributions.
- Investigate and implement improvements to payroll system and recommendations regarding remuneration issues.
- Prepare managerial reports as requested, on salary sacrifice, salary packaging etc.
- Prepare statistical return for the Australian Bureau of Statistics and documentation for the Australian Taxation Office and Centrelink.
- Prepare supporting schedules required for annual budget preparation and assist with salaries and wages estimates and budget as required.
- Provide assistance to the Human Resource Officer.

#### Assistant Payroll Officer

- Data entry, reconciliations and regulatory administration.
- Interpret Award clauses and ensure interpretation in regard to salaries and wages payments are applied consistently.
- Prepare and reconcile Group Certificates.
- Administration and reconciliation of superannuation contributions.
- Prepare supporting schedules required for annual budget preparation and assist with salaries and wages estimates and budget as required.
- Provide assistance to the Payroll Officer

## 7.6 AWARDS AND WAGE STRUCTURE

### 7.6.1 CURRENT STATE SERVICE

POSITIONS	EMPLOYMENT TYPE	INSTRUMENT	LEVEL	2011/12 BUDGET SALARY
<b>SHIRE OF YORK</b>				
Finance Officer – Debtors/Payroll	Full Time - Salaried	Local Government Officers Award 2010	Level	\$51,965

**7.6.2 FUTURE STATE SERVICE**

<b>POSITIONS</b>	<b>EMPLOYMENT TYPE</b>	<b>INSTRUMENT</b>	<b>LEVEL</b>	<b>SALARY</b>	<b>TIME ALLOCATION</b>	<b>SALARY COST</b>
Manager Financial Services	Full Time - Salaried	Employment Contract	N/A	\$110,000	0.15	\$16,500
Human Resources Supervisor	Full Time - Salaried	Local Government Industry Award 2010	Level negotiated	\$60,000	1.00	\$60,000
Payroll Officer	Full Time - Salaried	Local Government Industry Award 2010	Level	\$55,500	1.00	\$55,500
Assistant Payroll Officer	Part Time - Salaried	Local Government Industry Award 2010	Level	\$55,500	0.20	\$11,100
<b>TOTAL</b>				<b>\$281,000</b>	<b>2.35</b>	<b>\$143,100</b>

## 8.0 PLANT & EQUIPMENT REQUIREMENTS

### 8.1 PLANT

#### 8.1.1 CURRENT STATE SERVICE

Current plant requirements are as follows-

POSITION	PLANT ITEM	COST
<b>SHIRE OF YORK</b>		
Finance Officer – Debtors/Payroll	Nil	\$0
<b>TOTAL</b>		<b>\$0</b>

#### 8.1.2 FUTURE STATE SERVICE

The proposed new local government will not require any additional light vehicles for Human Resource and Payroll Services.

It is anticipated that one light vehicle will be required for the Manager Financial Services, which will form part of the salary package for that position.

POSITION	PLANT ITEM	ITEM COST	TIME ALLOCATION	COST ALLOCATION
Manager Financial Services	Executive Sedan	\$50,000	0.15	\$7,500
<b>TOTAL</b>		<b>\$50,000</b>	<b>0.15</b>	<b>\$7,500</b>

### 8.2 EQUIPMENT

It is not proposed to undertake a desktop analysis of office furniture for the current or future state of the Human Resource and Payroll Service.

## **9.0 INFORMATION AND COMMUNICATIONS TECHNOLOGY**

### **9.1 HARDWARE**

#### **9.1.1 CURRENT STATE SERVICE**

Focus Networks were appointed by the South East Avon Regional Transitional Group (SEARTG) to undertake a site wide IT audit of each member local government of the SEARTG with the aim of-

- (1) Documenting the existing IT infrastructure at each site; and
- (2) Undertaking a health check at each site.

It is clear that the 4 local governments have outgrown their existing IT support mechanisms. Based on the technology scorecard results prepared by the consultants, it is recommended that major infrastructure implementation occur at all sites to achieve a desired level of IT reliability and security.

#### **9.1.2 FUTURE STATE SERVICE**

Focus Networks will prepare a report to show how the proposed new local government's IT systems might be amalgamated into one shared autonomous network. It is intended that applications, hardware, network infrastructure and communications would be standardised wherever possible to reduce duplication and costs, simplify IT administration and improve service delivery.

### **9.2 SOFTWARE**

#### **9.2.1 CURRENT STATE SERVICE**

##### Shire of Cunderdin

The Shire of Cunderdin utilises the LGE Financial Software system, which includes a Payroll module to undertake the payroll function. The Shire utilises Microsoft Word for word processing functions.

##### Shire of Quairading

The Shire of Quairading utilises the SynergySoft Financial Software system, which includes a Payroll module to undertake the payroll function. The Shire utilises Microsoft Word for word processing functions.

##### Shire of Tammin

The Shire of Tammin utilises the QuickBooks Financial Software system, which includes a Payroll module to undertake the payroll function. The Shire utilises Microsoft Word for word processing functions.

### Shire of York

The Shire of York utilises the SynergySoft Financial software system, which includes a Payroll module to undertake the payroll function. The Shire utilises Microsoft Word for word processing functions.

#### **9.2.2 FUTURE STATE SERVICE**

Basic software requirements for the Human Resource and Payroll Services Department of the proposed new local government will include-

- Microsoft Office Suite.
- Corporate Financial and Accounting Software solution.

The LGE System will be utilised by the Shires of Cunderdin and York prior to the proposed amalgamation and it is recommended that LGE be adopted as the common financial platform for the proposed new local government. The use of LGE as the common financial platform is supported by the Shires of Beverley, Cunderdin, Quairading and York holding joint sales and marketing rights for the LGE software in Western Australia.

- Human Resource System.

Essential to efficient internal service delivery will be the ability by the Human Resource Officer to have access to timely and accurate employee related information and data. The implementation of a Human Resource Information system, suitable for HR data management, which integrates with the Corporate Financial Accounting software system and the Electronic Document and Records Management System is considered an essential requirement.



## 10.0 INTERDEPENDENCE WITH OTHER COUNCIL SERVICES

The delivery of the short and medium term aims will have impacts on other Services either in terms of working more effectively together or generating support requirements. This interdependence is summarised below-

### Public Relations and Communications

- Effective engagement and communication with the internal stakeholders is essential in relation to the Shires strategic and operational human resource policies. Ongoing support and advice from the Public Relations and Communications Service will be required for the production of internal communication and promotional media.

### Information Technology

- The use of common software technology and a single corporate financial accounting system is essential to ensure efficient and effective service delivery to the communities and service units is achieved. Ongoing support and advice from the Information Technology Service will be required with the selection, implementation, deployment and support of the HR software technology.

### Place Services

- Place based customer service is critical to meeting the service expectations of the communities. Daily support from Place Services will be required for receipt, checking and authorisation of timesheets.

### Other Services

- Work in conjunction with the other service units to add increased value through the provision of timely human resource and payroll information, assistance in the formulation of annual staff performance appraisals, performance management, salary and wage reviews.

## 11.0 MARKETING AND PROMOTION

Key marketing and promotional strategies for the Financial Service will include-

- Distribution of information through the Intranet, internet and staff newsletters, as appropriate.
- Dissemination of statutory public compliance requirements through state and local newspapers, such as the Cunderdin Bandicoot, Banksia Bulletin (Quairading), Tammin Tabloid, and York Community Matters, and other local newsletters.
- Direct advice to employees.
- Information displays associated with major projects and other initiatives.

## 12.0 FINANCIAL ANALYSIS

This Service Plan is predicated on a number of assumptions, and it is important to note these assumptions when reading the Operating Income and Expenditure.

- Commencement of Service – 1 July 2014.
- Service provided to remain constant during the life of the Plan.
- Depreciation charge included (non cash).

### 12.1 FINANCIAL FORECASTS

#### 12.1.1 CURRENT STATE SERVICE

##### 12.1.1.1 Capital

EXPENDITURE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL
	\$0	\$0	\$0	\$0	\$0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### 12.1.1.2 Operational

EXPENDITURE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
<b>Indirect Costs</b>						
WALGA Member Subscriptions	\$6,126	\$11,002	\$13,164	\$10,115	\$40,407	\$40,407
WALGA Great Eastern Zone Membership	\$2,800	\$2,800	\$3,000	\$2,060	\$10,660	\$10,660
Insurance	\$0	\$36,443	\$4,908	\$80,791	\$122,142	\$122,142
Other Member Expenses	\$0	\$56,200	\$1,150	\$2,060	\$59,410	\$59,410
Portraits & Plaques	\$0	\$0	\$0	\$1,030	\$1,030	\$1,030
Strategic Planning Expenses	\$0	\$0	\$0	\$7,000	\$7,000	\$7,000
Administration Salaries	\$279,364	\$449,678	\$219,411	\$835,202	\$1,783,655	\$1,783,655
Administration Superannuation	\$35,000	\$39,458	\$5,563	\$80,000	\$160,021	\$160,021
Relief Staff Provision	\$0	\$3,170	\$0	\$0	\$3,170	\$3,170
Bad Debts Written Off	\$0	\$0	\$0	\$250	\$250	\$250
Training & Conference Expenses	\$10,177	\$13,500	\$9,986	\$32,651	\$66,314	\$66,314
Staff Telephone Expenses	\$0	\$0	\$0	\$2,956	\$2,956	\$2,956
Employee Uniforms	\$2,228	\$0	\$1,750	\$5,150	\$9,128	\$9,128
Staff Amenities	\$1,226	\$0	\$0	\$0	\$1,226	\$1,226
Sick Leave Provision	\$0	\$0	\$3,829	\$0	\$3,829	\$3,829
Annual Leave provision	\$0	\$0	\$17,484	\$0	\$17,484	\$17,484

EXPENDITURE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
Long Service Leave provision	\$0	\$0	\$3,732	\$10,473	\$14,205	\$14,205
Admin Printing & Stationery	\$7,500	\$6,000	\$4,141	\$25,230	\$42,871	\$42,871
Telephone	\$11,140	\$7,500	\$5,596	\$20,041	\$44,277	\$44,277
Purchase Map for Admin Purposes	\$0	\$0	\$0	\$515	\$515	\$515
Postage & Freight	\$4,500	\$4,200	\$1,179	\$11,000	\$20,879	\$20,879
Admin Advertising Expenses	\$7,210	\$5,500	\$4,559	\$15,000	\$32,269	\$32,269
Office Equipment Maintenance	\$3,769	\$5,800	\$2,500	\$17,562	\$29,631	\$29,631
WALGA Subscriptions	\$5,011	\$1,050	\$1,675	\$0	\$7,736	\$7,736
Admin Insurance	\$0	\$13,500	\$0	\$0	\$13,500	\$13,500
Other Expenses	\$1,970	\$3,850	\$1,671	\$4,500	\$11,991	\$11,991
Vehicle Running Costs	\$4,500	\$10,150	\$7,863	\$12,721	\$35,234	\$35,234
Fringe Benefits Tax	\$15,000	\$0	\$6,000	\$45,000	\$66,000	\$66,000
Other Consultant Expenses	\$0	\$0	\$17,500	\$32,482	\$49,982	\$49,982
Legal Expenses	\$0	\$2,000	\$5,000	\$5,515	\$12,515	\$12,515
Travelling & Accommodation	\$0	\$0	\$2,500	\$0	\$2,500	\$2,500
Staff Recruitment Costs	\$9,000	\$0	\$0	\$0	\$9,000	\$9,000
Staff Relocation Expenses	\$0	\$0	\$29,019	\$500	\$29,519	\$29,519
<b>Sub-Total – Indirect Costs</b>	<b>\$406,521</b>	<b>\$671,801</b>	<b>\$373,180</b>	<b>\$1,259,804</b>	<b>\$2,711,306</b>	<b>\$2,711,306</b>
<b>Less 25% of Indirect costs allocated to CEO Office</b>	<b>(\$101,630)</b>	<b>(\$167,950)</b>	<b>(\$93,295)</b>	<b>(\$314,951)</b>	<b>(\$677,826)</b>	<b>(\$677,826)</b>
<b>Sub-Total – Remaining Indirect Costs</b>	<b>\$304,891</b>	<b>\$503,851</b>	<b>\$279,885</b>	<b>\$944,853</b>	<b>\$2,033,480</b>	<b>\$2,033,480</b>
<b>Less 1% of Indirect costs allocated to PR &amp; Communications</b>	<b>(\$3,087)</b>	<b>(\$5,101)</b>	<b>(\$2,834)</b>	<b>(\$9,566)</b>	<b>(\$20,588)</b>	<b>(\$26,545)</b>
<b>Less 85% of Indirect costs allocated to Financial Mgmt</b>	<b>(\$258,583)</b>	<b>(\$427,335)</b>	<b>(\$237,375)</b>	<b>(\$801,358)</b>	<b>(\$1,724,651)</b>	<b>(\$1,724,651)</b>
<b>Less 9% of Indirect costs allocated to IT &amp; Records Mgmt</b>	<b>(\$27,785)</b>	<b>(\$45,910)</b>	<b>(\$25,506)</b>	<b>(\$86,097)</b>	<b>(\$185,298)</b>	<b>(\$185,298)</b>
<b>Sub-Total – Net Indirect Costs</b>	<b>\$15,436</b>	<b>\$25,505</b>	<b>\$14,170</b>	<b>\$47,832</b>	<b>\$102,943</b>	<b>\$102,943</b>
<b>TOTAL EXPENSES</b>	<b>\$15,436</b>	<b>\$25,505</b>	<b>\$14,170</b>	<b>\$47,832</b>	<b>\$102,943</b>	<b>\$102,943</b>

REVENUE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
<b>Other Revenue</b>						
Reimbursements	(\$0)	(\$200)	(\$0)	(\$250)	(\$450)	(\$450)
Contributions to Motor Vehicle Expenses	(\$0)	(\$8,500)	(\$2,363)	(\$0)	(\$10,863)	(\$0)
<b>TOTAL REVENUE</b>	<b>(\$0)</b>	<b>(\$8,700)</b>	<b>(\$2,363)</b>	<b>(\$250)</b>	<b>(\$11,313)</b>	<b>(\$450)</b>

REVENUE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
<b>FUNDING REQUIRED FROM GENERAL REVENUE (incl. of depreciation)</b>	\$15,436	\$16,805	\$11,807	\$47,582	\$91,630	\$102,493
<b>FUNDING REQUIRED FROM GENERAL REVENUE (excl. of depreciation)</b>	\$15,436	\$16,805	\$11,807	\$47,582	\$91,630	\$102,493

## 12.1.2 FUTURE STATE SERVICE

### 12.1.2.1 Capital

No forecasts for capital for the future state have been made.

### 12.1.2.2 Operational

EXPENDITURE DESCRIPTION	Costs as if Business Unit	Costs as if part of LG Operations
<b>Employee Costs</b>		
- Manager Financial Services 15%	\$16,500	\$16,500
- Human Resource Supervisor	\$60,000	\$60,000
- Payroll Officer	\$55,500	\$55,500
- Assistant Payroll Officer (0.20 FTE)	\$11,100	\$11,100
Long Service Leave Provisions (\$31.199 ave per Hr x 38 hrs x 1.3 weeks x 2.35 FTE)	\$3,615	\$3,615
Insurance Workers Compensation (3%)	\$4,293	\$4,293
Superannuation (14%)	\$20,034	\$20,034
17.5% Loading	\$2,350	\$2,350
Recruitment	\$6,000	\$6,000
Training	\$8,000	\$8,000
Uniforms	\$2,500	\$2,500
<b>Plant Operating Costs</b>		
Vehicle Running Expenses 1.15 vehicles x \$5920 pa	\$6,808	\$6,808
Fringe Benefit Tax (0.15 Vehicles)	\$4,578	\$4,578
<b>Utilities</b>		
Electricity (\$150 per month)	\$1,800	\$1,800
Telephone/Internet	\$4,000	\$4,000
<b>Insurances</b>		
Insurance-public liability and other	\$1,000	\$1,000
<b>Other</b>		
Rent and Outgoings (25m2 x \$13.80/m2 = \$345per month) Office	\$4,140	\$0

<b>EXPENDITURE DESCRIPTION</b>	<b>Costs as if Business Unit</b>	<b>Costs as if part of LG Operations</b>
Office Expenses (incl. stationery & printing)	\$3,000	\$3,000
Office Equipment	\$500	\$500
Postage -	\$1,000	\$1,000
Other (incl. other office expenses, etc)	\$3,000	\$3,000
Advertising	\$6,000	\$6,000
Legal Expenses	\$5,000	\$5,000
Accountancy Fee	\$7,660	\$0
<b>Depreciation</b>		
Depreciation (Motor vehicle \$7500,laptops \$6000 and office furniture \$4000 depn rate 15%)	\$2,625	\$2,625
<b>TOTAL EXPENSES</b>	<b>\$241,004</b>	<b>\$229,204</b>

<b>REVENUE DESCRIPTION</b>	<b>Costs as if Business Unit</b>	<b>Costs as if part of LG Operations</b>
<b>Fees &amp; Charges</b>		
Other Staff Reimbursements (Uniforms etc)	(\$450)	(\$450)
<b>TOTAL REVENUE</b>	<b>(\$450)</b>	<b>(\$450)</b>
<b>FUNDING REQUIRED FROM GENERAL REVENUE (inclusive of depreciation)</b>	<b>\$240,554</b>	<b>\$228,754</b>
<b>FUNDING REQUIRED FORM GENERAL REVENUE (exclusive of depreciation)</b>	<b>\$237,929</b>	<b>\$226,129</b>

## 12.2 FEE STRUCTURE

There are no public fees and charges for this service.

## 13.0 TRANSITIONAL REQUIREMENTS

The transitional costs identified for the delivery of Financial Services by the proposed new local government are as follows-

(1) Implementation of corporate Financial Software system, including payroll module. (cost incorporated in Financial Services – Service Delivery Plan)	\$0
(2) Implementation of HR software system.	\$40,000
(3) Specialist Human Resource Advice to assist with transitional issues, including employment contract negotiation, redundancy negotiations and legal advice.	\$25,000
(4) Change Management – costs associated with the provision of free counselling services for staff to assist them with changes in the workplace resulting from amalgamation.	\$20,000
(5) Change Management – costs associated with HR consultant to delivery stages 1 and 2 of change management program.	\$20,000
(6) Staff Training - \$6,000 per Place Centre (\$24,000), plus nominal training provision of \$20,000.	\$44,000
(7) Purchase of new staff uniforms for all regional services staff not accounted for under Place Based Services – provision of \$500 each per employee x 90 employees	\$45,000

## 14.0 ISSUES

The Local Government Act indicates those matters that a Local Government should concern itself about in relation to services and facilities.

This section answers the questions raised.

### 14.1 OPERATIONS

- **Do the services and facilities integrate and coordinate with those provided by governments and public bodies?**

The Human Resource and Payroll service is part of an integrated range of internal services to be provided by the proposed new local government. The Service performs functions which coordinate with those provided by Government and public bodies.

- **Do the services and facilities duplicate, to an inappropriate extent, with those provided by governments, and any body or person, whether public or private?**

The Local Governments' Human Resource and Payroll services duplicate those provided by other local governments and, to a certain extent the services available in the private sector. However, the in-house service is an integral part of the proposed new local governments' operations.

- **How can the Local Government satisfy itself that the services and facilities are managed efficiently and effectively?**

Professional staff, who are subject to annual performance reviews, deliver the services. These reviews, which are undertaken by appropriately qualified and experienced personnel, will ensure the operations of the Human Resource and Payroll Service are managed in an effective and efficient manner. In addition to these reviews, a corporate database containing the performance measures developed for this Service will be maintained. The database will be updated every month and will provide information in relation to the service provided.

### 14.2 CAUSE AND EFFECTS

- **What is the expected effect of the Service on the provision of services and facilities provided by the local government?**

The Service will provide comprehensive, timely and accurate human resource and payroll services for all the other services operated by the proposed new local government.

- **What is the expected effect of the Service on other persons providing services and facilities in the region?**

There are no other persons within the proposed new local government at present with the knowledge and experience to provide the level of human resource and payroll services required by the proposed new local government. The potential development in the proposed new local government may result in an economic environment that will enable new service providers to enter the market place.

- **What is the expected financial effect on the Local Government?**



Although the costs of operating the services are allocated to other services of the proposed new local government, some of the costs will require funding from general purpose revenue.

- **What is the expected effect of the Service in relation to the future planning for the region?**

The aims of the Service are in line with the aims and objectives of other local governments in the region.

- **Has the local government the ability to manage the services and facilities?**

The proposed new local government will employ appropriately qualified and experienced staff to ensure the service meets the expectations of the community as a whole.

## **15.0 COST BENEFIT ANALYSIS**

### **15.1 COSTS**

The costs associated with the delivery of Human Resource and Payroll Services on a regional basis will increase by \$123,636, due to an increase in staff resources, but this will result in the provision of a superior human resource and payroll service.

### **15.2 BENEFITS**

The Service will provide professional, timely and effective human resource and payroll services to other service units of the proposed new local government.

## 16.0 PERFORMANCE MEASURES

### 16.1 ACHIEVEMENT OVERVIEW – PREVIOUS YEAR

It is not proposed to analyse each of the member RTG local governments for the prior years. This heading has been incorporated in the Plan to provide for the future measurement of performance of the Service.

### 16.2 CUSTOMER SATISFACTION

Annual internal and external customer surveys will be conducted to measure customer satisfaction in relation to service delivery in future years.

### 16.3 SERVICE BASED INDICATORS

The following service based indicators are proposed-

SERVICE BASED INDICATORS	TARGET YEAR 1
Number of WorkSafe Notices	
Number of training modules delivered	
Human Resource Service cost per employee	

## 17.0 ASSESSMENT

The Plan reveals that the Human Resource and Payroll Service will be subsidised from the general purpose revenue with the cost of the service being allocated to other services to be provided by the proposed new local government.

The overall management of the Human Resource and Payroll Service by the proposed new local government will value add to services through adding insight to human resource and payroll information and assist other services within available resources.

It is proposed that the Human Resource and Payroll Service will be delivered regionally and also under a Place based service model. The Place based approach, combined with the utilisation of the latest technologies, will provide an improved and more efficient service to service units.

Securing Our Future...

# INFORMATION TECHNOLOGY AND RECORDS MANAGEMENT SERVICES SERVICE DELIVERY PLAN

...providing better service to South East Avon communities...

**DCA**

DOMINIC CARBONE AND ASSOCIATES



Government of Western Australia  
Department of Local Government

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## 1.0 STRATEGIC OVERVIEW

The delivery of Local Government Services in today's environment requires a flexible, adaptable and accessible approach to meet changing customer expectations and needs.

The Information Technology (IT) and Records Management Service will form part of the Financial Services Division, which also incorporates the Financial Management, Payroll & HR, and Public Relations & Communications Services. The Manager Financial Services will be responsible for the day to day operations of the IT & Records Management Service.

The aims of the IT & Records Management Service are as follows-

### Short Term

- Design and implement file/container structure, vocabulary/thesaurus structure for the management of corporate records.
- Implement a corporate Electronic Document Management System for the proposed new local government.
- Provide high quality and reliable Electronic Document Management System services to its users.
- Implement a corporate Information Technology solution for the proposed new local government.
- Provide high quality and reliable Information Technology and Telephony services to its users.
- Develop and implement a corporate website and intranet for the proposed new local government.
- Implement a corporate Graphical Information System solution integrated and linked with key corporate data.
- Identify Service Level standards.
- Train place based staff in the access and delivery of information to the local communities.

### Medium Term

- Development of a vision and strategy for the service.
- Develop and implement a Strategic Information Technology Plan for the organisation.
- Develop and implement a Business Continuity Plan for the organisation.
- Achieve continuous improvement in the performance of the IT & Records Management Service department through the review of emerging technologies relevant to the proposed new local government.

### Long Term

- Manage the future demand for the service resulting from anticipated growth in users.

The cost of providing the service will increase by approximately \$33,678 however the provision of the service includes the latest technology to ensure that the community and internal customers will receive a better service.

## **2.0 STRATEGIC ALIGNMENT**

The proposed new local government has a wide range of statutory duties and powers relating to the provision of a range of services to the communities it serves.

### **2.1 STRATEGIC COMMUNITY PLAN**

The IT & Records Management Service will contribute to the strategic priorities of the proposed local government in the following manner-

- Provide high quality Information Technology and Records Management Services to other Divisions to enable them to meet customer needs.
- Provision of support services to other Divisions to enable access to appropriate corporate systems and data to meet service requirements.
- Access to corporate information electronically across the organisation to facilitate timely responses to customer enquiries.

### **2.2 CORPORATE BUSINESS PLAN**

The IT and Records Management Service - Service Delivery Plan will serve to inform the-

- Workforce Plan;
- Long Term Financial Plan;

and will form the basis for the preparation of the Corporate Business Plan.

### **3.0 ALIGNMENT OF NEEDS TO DIFFERENT COMMUNITIES**

IT and Records Management is an internal service, meeting the needs of users within the local government. The service will be provided from a centralised location within the proposed new local government, and deliver IT and records management services to the Place centres of Cunderdin, Quairading, Tammin and York, by providing access to corporate systems and data through secure virtual private networks and an intranet.

Place managers located at Cunderdin, Quairading, Tammin and York) will be working with IT and Records Management Officers to provide training on access to information that is relevant to the local community in each Place centre.

The proposed new local government will implement an Information Technology solution for the storage, management, access to and security of all corporate data. This will provide staff, across the local government, with access to relevant corporate information required to meet their departments' service delivery requirements. It will also enable external customers to access a wide range of corporate information that is available to the public, via the proposed new local government's website.

Annual internal and external customer satisfaction surveys will be undertaken to obtain feedback on service delivery and identify areas for improvement in service delivery.

## **4.0 AIMS OF THE SERVICE**

### **4.1 SHORT TERM**

- To provide high quality and reliable Information Communication Technology (IT) services to each service in the proposed new local government.
- To provide high quality and reliable Electronic Document Management System services to each service in the proposed new local government.
- Implement a corporate Information Technology solution for the proposed new local government.
- Implement a corporate Electronic Document Management System for the proposed new local government.
- Develop and implement a corporate website and intranet for the proposed new local government.
- Implement a corporate Graphical Information System solution integrated and linked with key corporate data.
- Identify Service Level standards.
- Train place based staff in the access and delivery of information to the local communities.

### **4.2 MEDIUM TERM**

- Development of a vision and strategy for the service.
- Develop and implement a Strategic Information Technology Plan for the organisation.
- Develop and implement a Business Continuity Plan for the organisation.
- Achieve continuous improvement in the performance of the IT & Records Management Service department through the review of emerging technologies relevant to the proposed new local government.

### **4.3 LONG TERM**

- Manage the future demand for the service resulting from anticipated growth in users.

## 5.0 SERVICES OFFERED

### 5.1 TYPE OF SERVICE

#### 5.1.1 HISTORY OF IT & RECORDS MANAGEMENT SERVICES

The traditional role of the Information Technology has been to provide information technology support to staff on an ad-hoc basis via an external contracting arrangement. Records Management, resourced internally, has primarily been focused on meeting the basic record keeping requirements prescribed by the State Records Act 2000.

Typical Information Technology functions of the service involved the ad-hoc provision of basic server, network and desktop support (hardware and software). An independent site audit was undertaken by an experienced Information Technology company of each RTG Member Local Government between April-July 2011. The audit examined 15 core areas-

- (1) Internet Gateways;
- (2) Internet Service Provider (ISP) Links;
- (3) Backups;
- (4) Network Switches;
- (5) Desktops/Laptops;
- (6) Domain structure;
- (7) Servers;
- (8) Anti-Virus;
- (9) Uninterruptable Power Supplies;
- (10) Computer Room;
- (11) Windows Updates;
- (12) Corporate Applications;
- (13) IT Support Arrangements;
- (14) Strategic IT Plan; and
- (15) Disaster Recovery Plan.

Each core area audited was assessed according to the Industry Standard Technology Scorecard rating scale detailed below

SCORE	CLASSIFICATION	DEFINITION
0	Non-existent	No IT system, whether it be hardware, software or services, is currently in place to deliver a solution.
1	Entry level	An IT system, whether it be hardware, software, or services, is in place but delivers the bare essentials and is often referred to as having "limited features".



SCORE	CLASSIFICATION	DEFINITION
2	Corporate Grade	An IT system, whether it be hardware, software, or services, is in place and delivers a suitable solution and is often referred to as having "multiple options".
3	Enterprise Class	An IT system, whether it be hardware, software, or services, is in place and delivers an outstanding solution, and is often referred to as having "full features".

A range of issues were identified with the Information Technology systems in place at each RTG member local government, which are discussed in more detail below.

Typical Records Management functions of the service involves the coding, filing and distribution of all correspondence received, and the coding and filing of all correspondence sent out.

### 5.1.2 CURRENT STATE IT AND RECORDS MANAGEMENT SERVICE

#### Shire of Cunderdin

The IT Audit revealed the following findings-

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
Internet Gateways	A Telstra 2Wire device terminates only 1 Internet connection. This 25 year old technology only offers stateful packet inspection. No WAN failover functionality is available to offer redundancy to increase Internet access uptime. Limited management on the 2Wire device means no reporting on bandwidth activity or secure remote access.	0.5
ISP Links	A single Telstra Bigpond ADSL link is located onsite. It has a public IP address of 121.221.95.177. A speed test confirmed 15Mbps down and 0.8Mbps up which is very appealing. Unfortunately no redundant link is being used for WAN failover. Competing services using ADSL2+ and 3G wireless are available now.	1.0
Backups	A script on the pseudo server copies differential data onto the WD external drive Mon-Thu. A script also copies full data onto the WD external drive every Fri for 4 different weeks. There were 8 weekly tapes and a monthly tape but a successful job written to tape could not be confirmed. No offsite storage regime is adhered to.	1.0
Network Switches	A HP Procurve 2312 12 port 10/100 non-managed switch (0 ports free) was wedged in between the cabinet in the nominated computer setup area. This installation is unacceptable but the brand of hardware is	0.5

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
	commendable.	
Desktops/Laptops	A Dell Vostro 200 and Whitebox no name brand computers with no extended warranties were noted onsite. There is no procurement of standard hardware. A mix of Windows XP and Windows 7 was encountered which if not managed properly will introduce instability. Office Volume licensing is supplied by Data3. Local admin privileges on machines exists which increases virus infections.	1.0
Domain	There is currently no domain, but a Workgroup is being used. This points to extreme neglect and a lack of IT knowledge from the existing IT support.	0
Servers	No domain server exists onsite and a Windows XP machine is currently being used as a pseudo server. The Public ShareFolder application is being used to imitate a Microsoft Exchange server to deliver shared calendars. No Local disk setups were documented. This setup is archaic and avoidable. No extended warranty is available outside the manufacturer warranty which is usually 12 months. As this is not a server, no dual power supplies are utilized and no on-board remote management tools are available. At present a hardware failure means the desktop needs to be driven back to Perth for servicing, which introduces an unacceptable large outage.	0
Anti-Virus	Unfortunately an installation of Trend Micro software is installed on the pseudo server but expired in April 2009. No client software was detected on the desktops therefore there no protection is offered.	0
Uninterruptable Power Supply	A PowerShield UPS is located in the nominated computer setup area. A messy area stopped us from determining what was connected to it. No shutdown software was installed. No UPS are setup for additional key staff.	0.5
Computer Room	The nominated computer setup area is extremely messy and neglect is apparent. This is an ideal central location for all equipment. If a secure door was placed onto this room then heat would be an issue.	1.0
Windows Updates	Unfortunately no WSUS is configured for this site. Desktops are configured to "Automatically install updates every day at 3AM". The approval and timing of updates is impossible and will introduce automatic reboots and unscheduled outages. All machines hog the Internet link to download the same updates which generates excessive, repeated traffic.	0.5
Corporate Applications	Applications with support contracts <ul style="list-style-type: none"> <li>LGS (LG System Inc)</li> </ul>	1.5

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
	<ul style="list-style-type: none"> <li>• Amlib (OCLC)</li> <li>• Westpac Online</li> </ul> Applications without support contracts <ul style="list-style-type: none"> <li>▪ Records Management on Excel</li> </ul>	
IT Support Arrangements	The current arrangement is outsourced to an Education Department employee based in Perth and Avon Computech. No helpdesk system is used to document queries/issues so feedback is non-existent. No support service level agreements are defined which places the business at significant risk.	0.5
Strategic IT Plan	At present no strategy has been adopted but LGIS have highlighted this as an issue.	0
Disaster Recovery Plan	No business continuity arrangement is in place but LGIS have highlighted this as an issue.	0

Records management is delivered internally, with responsibilities and tasks shared between the CEO, Manager Finance and Administration, and administrative staff. It consists of a manual paper based system coupled with a software based indexing system in Microsoft Excel, recording incoming and outgoing correspondence. The system does not capture every document generated by the Shire, as emails, memos and other internally generated documents are not entered into the system.

#### Shire of Quairading

The IT Audit revealed the following findings-

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
Internet Gateways	A Netgear DG834 device terminates only 1 Internet connection. This 25 year old technology only offers stateful packet inspection. No WAN failover functionality is available to offer redundancy to increase Internet access uptime. Limited management on the Netgear means no reporting on bandwidth activity or secure remote access.	0.5
ISP Links	A single Westnet ADSL link is located onsite. It has a public IP address of 58.6.15.221. A speed test confirmed 1.2Mbps down and 0.25Mbps up which is appallingly slow. Unfortunately no redundant link is being used for WAN failover. Competing services using ADSL2+ and 3G wireless are available now.	0.5
Backups	The Standard Server 2003 64 bit uses an internal Sony AIT1 40GB tape drive. The Symantec BackupExec	1.5

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
	V8.x backup software is over 2 years old and out of date. A Mon-Thur tape regime with 4 x Fri weekly tapes is in place. An annual tape is kept onsite but there are no monthly tapes. No offsite tape storage regime is adhered to.	
Network Switches	A CNSH-1600 16 port 10/100 non-managed switch (13 ports free) sits in the computer room. A Netgear ProSafe 24 port 10/100 non-managed switch (5 ports free) is sitting in a messy cupboard in the front office. This setup is avoidable and unacceptable.	0.5
Desktops/Laptops	Whitebox no name brand computers with no extended warranty are supplied by PCS. There is no procurement of standard hardware. Windows XP SP3 is the chosen operating system and is out of date. Office 2007 OEM is also supplied by PCS. Local admin privileges on machines exists which increases virus infections.	0.5
Domain	The internal domain name is "shire.quairading.wa.gov.au". There were 20 computers (6 desktops/6 laptops) listed in AD. There were no customized group policies. This points to neglect within AD so an audit is overdue.	1.0
Servers	A Whitebox no name brand server using Standard Server 2003 64 bit is the domain controller. A second Whitebox no name brand server using Server 2000 SP4 is the terminal server. Extended support stopped in July 2010 for Server 2000. These disk setups are messy and unwarranted. No extended warranty is available outside the manufacturer warranty which is usually 12 months. No dual power supplies are utilized and no on-board remote management tools are available. At present a hardware failure means the servers can be driven back to Perth for servicing which introduces an unacceptable large outage.	0.5
Anti-Virus	The Symantec EndPoint Protection software is installed on the servers and associated desktops/laptops. It was licensed and up to date. Unfortunately no scheduled scanning or reporting was setup.	1.5
Uninterruptable Power Supply	A Liebert UPStation GXT is located in the trolley which powers the 2 servers but does not power the Internet gateway located in another room. The Multilink notifications shutdown software was installed on one server. No UPS are setup for additional key staff.	1.0
Computer Room	The servers and one switch are located on a trolley in the filing room but the Internet gateway and an additional switch is located in a messy cupboard in the front office. Ideally, all equipment should be housed in a central location using appropriate cabling. If a secure door was placed onto this filing room then heat would be an issue.	1.0
Windows Updates	Unfortunately no WSUS is configured for this site. Both servers are configured to "Automatically install updates every day at 6AM". Desktops/laptops are configured to "Automatically install updates every day at 6AM". The	0.5

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
	approval and timing of updates is impossible and will introduce automatic reboots and unscheduled outages. All machines hog the Internet link to download the same updates which generates excessive, repeated traffic. Only the server should be retrieving approved updates which saves on bandwidth.	
Corporate Applications	Applications with support contracts- <ul style="list-style-type: none"> <li>• SynergySoft (ITVision)</li> <li>• Westpac Online</li> </ul> Applications without support contracts- Records Management on Excel	1.5
IT Support Arrangements	The current arrangement is a verbal adhoc break/fix contract support option with PCS. No helpdesk system is used to document queries/issues so feedback is non-existent. No support service level agreements are defined which places the business at significant risk.	0.5
Strategic IT Plan	At present no strategy has been adopted.	0
Disaster Recovery Plan	No business continuity arrangement is in place.	0

Records management is delivered internally, with responsibilities and tasks shared between the CEO, Deputy CEO and administrative staff. It consists of a manual paper based system coupled with a software based indexing system in Microsoft Excel, recording incoming and outgoing correspondence. The system does not capture every document generated by the Shire, as emails, memos and other internally generated documents are not entered into the system.

#### Shire of Tammin

The IT Audit revealed the following findings-

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
Internet Gateways	A supplied LCC server terminates only 1 Internet connection. This 25 year old technology only offers stateful packet inspection. No WAN failover functionality is available to offer redundancy to increase Internet access uptime. Limited management on the LCC server means no reporting on bandwidth activity or secure remote access.	0.5

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
ISP Links	A single IIPC wireless link is located onsite. It has a public IP address of 202.65.69.228. A speed test confirmed 2.3Mbps down and 0.25Mbps up which is relatively slow. Unfortunately no redundant link is being used for WAN failover. Competing services using ADSL2+ and 3G wireless are available now.	0.5
Backups	A script on each machine copies data onto the front machine. An external Seagate drive is used as a backup device on the front machine. A script then copies data off the front machine onto the backup device every Friday. There is no monthly or annual backup. No offsite storage regime is adhered to.	0.5
Network Switches	A KingMax 16 port 10/100 non-managed switch (14 ports free) and a Netgear FS116 16 port 10/100 non-managed switch (2 ports free) both sit in the comms cabinet located on the wall in the filing room. This installation is acceptable but the hardware is extremely old.	0.5
Desktops/Laptops	Whitebox no name brand computers with no extended warranty are supplied by PCS. There is no procurement of standard hardware. Windows XP SP4 is the chosen operating system. Office Volume licensing is supplied by Data3. Local admin privileges on machines exists which increases virus infections.	0.5
Domain	There is currently no domain, but a Workgroup is being used. This points to extreme neglect and a lack of IT knowledge from the existing IT support.	0
Servers	No domain server exists onsite and the front machine is currently being used as a pseudo server. Local disk setup is archaic and avoidable. No extended warranty is available outside the manufacturer warranty which is usually 12 months. As this is not a server, no dual power supplies are utilized and no on-board remote management tools are available. At present a hardware failure means the desktop needs to be driven back to Perth for servicing which introduces an unacceptable large outage.	0
Anti-Virus	The Symantec EndPoint Protection software is installed on the associated desktops/laptops. It was licensed and up to date. Unfortunately no scheduled scanning or reporting was setup.	1.0
Uninterruptable Power Supply	A Powerware UPS is located on the shelf in the filing room which powers the LCC server, Internet gateway and 2 switches. No shutdown software was installed. No UPS are setup for additional key staff.	1.0
Computer Room	The LCC server and Internet gateway are located on the shelf in the filing room. Both switches sit in the comms cabinet located on the wall in the filing room. This is an ideal central location for all equipment.	1.5

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
Windows Updates	Unfortunately no WSUS is configured for this site. Desktops are configured to “Notify me but don’t automatically download or install them”. The approval and timing of updates is possible but not ideal as it is not centrally controlled.	1.0
Corporate Applications	<p>Applications with support contracts</p> <ul style="list-style-type: none"> <li>• QuickBooks (UHY Haines Norton)</li> <li>• Rates Access Database</li> <li>• Amlib (OCLC)</li> <li>• NAB Connect</li> </ul> <p>Applications without support contracts</p> <p>Records Management on Excel</p>	1.0
IT Support Arrangements	The current arrangement is a verbal adhoc break/fix support option with PCS. No helpdesk system is used to document queries/issues so feedback is non-existent. No support service level agreements are defined which places the business at significant risk.	0.5
Strategic IT Plan	At present no strategy has been adopted.	0
Disaster Recovery Plan	No business continuity arrangement is in place.	0

Records management is delivered internally, with responsibilities and tasks shared between the CEO and administrative staff. It consists of a manual paper based system coupled with a software based indexing system in Microsoft Excel, recording incoming and outgoing correspondence. The system does not capture every document generated by the Shire, as emails, memos and other internally generated documents are not entered into the system.

#### Shire of York

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
Internet Gateways	A Netgear DG834 device terminates only 1 Internet connection. This 25 year old technology only offers stateful packet inspection. No WAN failover functionality is available to offer redundancy to increase Internet access uptime. Limited management on the Netgear means no reporting on bandwidth activity or secure remote	0.5

TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
	access.	
ISP Links	A single Westnet ADSL link is located onsite. It has a public IP address of 202.72.180.135. A speed test confirmed 6Mbps down and 0.3Mbps up which is very appealing. Unfortunately no redundant link is being used for WAN failover. Competing services using ADSL2+ and 3G wireless are available now.	1.0
Backups	A script on the server completes a full backup onto mounted laptop hard drives Mon-Fri. There were 10 weekly tapes to make a weekly rotation as a set of 5 disks were kept offsite at the bank. There is no monthly disk but there is an EOF disk.	1.0
Network Switches	A Netgear FS726T 24 port 10/100 managed switch (3 ports free) and Netgear FS526T 24 port 10/100 managed switch (1 port free) were rack mounted in a poorly constructed closet. This installation was messy and would be difficult to fault find in.	1.5
Desktops/Laptops	Whitebox no name brand computers with no extended warranty are supplied by PCS and were supplied by York IT previously. There is no procurement of standard hardware. A mix of Windows XP and Windows 7 was encountered which if not managed properly will introduce instability. Office 2003 OEM has been supplied by PCS. Local admin privileges on machines exists which increases virus infections.	0.5
Domain	The internal domain name is "ysc.local". There were 29 computers (22 desktops/7 laptops) listed in AD. There was 1 customized group policy to deliver a login script. This points to neglect within AD so an audit is overdue.	1.5
Servers	A Whitebox no name brand server using SBS 2008 SP1 on HyperV is the domain controller. A second Whitebox no name brand server using Server 2008 SP2 is the SynergySoft server. Local disk setups are messy and unwarranted. No extended warranty is available outside the manufacturer warranty which is usually 12 months. No dual power supplies are utilized and no on-board remote management tools are available. At present a hardware failure means the servers need to be driven back to Perth for servicing which introduces an unacceptable large outage.	1.5
Anti-Virus	The Symantec EndPoint Protection software is installed on the associated desktops/laptops. It was licensed and up to date. Unfortunately no scheduled scanning or reporting was setup.	1.5
Uninterruptable Power Supply	A Liebert UPStation GXT is located next to the servers on the bench. The Multilink notifications shutdown software was installed on the server. No UPS are setup for additional key staff.	1.5
Computer Room	The servers are located on the bench in the computer room. The Internet gateway is perched on the back of a	1.5



TECHNOLOGY AREA	CURRENT STATE	SCORE RATING
	switch located in the comms rack. The switches are mounted in the comms rack, which is ideal, but the cabling is extremely messy. Noise would not be an issue but heat might be in this room. The locked door was encouraging to see.	
Windows Updates	Unfortunately no WSUS is configured for this site. Desktops are configured to "Automatically install updates every day at 3AM". The servers are configured to "Download updates for me, but let me choose when to install them". The approval and timing of updates is possible but not ideal as it is not centrally controlled.	1.0
Corporate Applications	<p>Applications with support contracts</p> <ul style="list-style-type: none"> <li>• SynergySoft (ITVision)</li> <li>• Amlib (OCLC)</li> <li>• Bendigo (online)</li> </ul> <p>Applications without support contracts - N/A</p>	1.5
IT Support Arrangements	The current arrangement is a purchase of adhoc break/fix support (block hours) with PCS. No helpdesk system is used to document queries/issues so feedback is non-existent. No support service level agreements are defined which places the business at significant risk.	0.5
Strategic IT Plan	At present no strategy has been adopted, but Macri Partners have highlighted this as an issue.	0
Disaster Recovery Plan	No business continuity arrangement is in place, but Macri Partners have highlighted this as an issue.	0

Records management is delivered internally, with responsibilities and tasks shared between the CEO, Deputy CEO and a Records Officer. It consists of an electronic document management system integrated with the SynergySoft Financial system, and a manual paper based system. The system has the ability to capture every document generated by the Shire, as such emails, memos and other internally generated documents, but this practice is not in place.

The core activities in respect of the IT Service are-

Help Desk and Desktop/Laptop Support

This involves responding to user requests for assistance, install and upgrade personal computers. 90%

Server and Network Administration

This involves maintaining servers and a local area network, ensuring currency of patches and upgrades; perform, monitor and record security procedures and monitor data storage, email and internet activity 10%

Database Administration

This involves regular maintenance of corporate databases. 0%

The core activities in respect of the Records Management Service are-

Records Management System Administration

This involves the administration of the Records Management System, including creating files and maintaining security access to files. 25%

Records Management

This involves collection of correspondence and documents, creating, maintaining, managing, and destruction of, records. 75%

**5.1.3 FUTURE STATE IT & RECORDS MANAGEMENT SERVICE**

The future service will be committed to ensuring best practices are constantly developed and maintained, and that quality, cost effective service is delivered in a timely, efficient and courteous manner.

The core services to be provided include-

Information and Communications Technology

- Backup regime for all corporate data, mailboxes, system states and including server snapshots.
- Backup Recovery analysis to ensure randomly chosen data can be restored and status of tape drive functionality.
- Disk management, including checking of volumes and physical disks, analysis of free disk space and future disk space capacity planning.
- Server Anti-Virus management, including management of installations, upgrades, monitoring, reporting, DAT updates and successful scans.

- Desktop Anti-Virus management, including desktop DAT updates and virus infections.
- Systems events management, including gathering information of hardware and software problems, windows security events.
- Network Infrastructure management, including switch and router hardware functionality, CPU utilisation and interface errors.
- Active Directory management, including domain account creation, maintenance, disablement, deletion and restricted access.
- Windows System Update Server management, including deployment of the latest Microsoft product updates.
- Applications Support management, including patches, hot fixes and upgrades for third party software on server infrastructure.
- Peripheral device management, including printers, scanner, multi-function devices and data projectors.
- Help Desk Support management, including establishment of a system to log, manage and document help desk requests for desktop and server related issues.
- Firewall management, including maintaining and monitoring firewall device, bandwidth usage, web usage, attack categories, virus attacks, and intrusion attacks.
- Email protection management, including DNS, Anti-Spam, Anti-Phishing, Anti-Virus and Junk emails.
- Telephony systems management, including PABX/VOIP systems, handset and patch panel management.
- Implement, maintain and monitor Strategic IT Plan.
- Develop, implement and maintain Business Continuity Plan.
- Develop, maintain and monitor corporate website.
- Develop, maintain and monitor Intranet site.

#### Records Management Service

- Process incoming correspondence and oversee registration of internal and external documents by other departments into the EDMS.
- Process Freedom of Information and other requests for access to information in accordance with any written law.
- Distribution of mail (electronically) to relevant departments.
- Creation of files in accordance with file plan and maintain controlled vocabulary of file titles.
- Preserve or destroy documentation in accordance with the State Records Act 2000 and the local governments' Record Keeping Plan.
- Maintain EDMS and appropriate security systems for control of access to records.
- Provide training for new and existing staff on the EDMS and in standard record keeping practices and procedures.

## **5.2 METHOD OF DELIVERY**

### **5.2.1 CURRENT STATE SERVICE**

Shire of Cunderdin - Fee for service for IT provided by independent private contractor, and internal service delivery for Records Management.

Shire of Quairading - Fee for service for IT provided by PCS, and internal service delivery for Records Management.

Shire of Tammin - Fee for service for IT provided by PCS, and internal service delivery for Records Management.

Shire of York - Fee for service for IT provided by PCS, and internal service delivery for Records Management.

### **5.2.2 FUTURE STATE SERVICE**

It is proposed that the new local government will-

(a) provide the Information Technology service through a contract for service arrangement via an external provider; and

(b) provide the Records Management service through the engagement of suitably qualified and experienced staff.

Consultants may be engaged to assist with special projects, on an as required basis.

## **5.3 FREQUENCY (LEVEL OF SERVICE)**

### **5.3.1 CURRENT STATE SERVICE**

Shire of Cunderdin - IT - Ad-hoc, as required basis; Records Management – Daily.

Shire of Quairading - IT - Ad-hoc, as required basis; Records Management – Daily.

Shire of Tammin - IT - Ad-hoc, as required basis; Records Management – Daily.

Shire of York - IT - Ad-hoc, as required basis; Records Management – Daily.

### **5.3.2 FUTURE STATE SERVICE**

It is proposed that the new local government will provide a daily integrated IT & Records Management service to each division within the proposed new local government. This will involve the delivery of IT & Records Management services in place. Further information of this is provided in Section 7.1 of this Plan.

## **5.4 CONTRACTUAL ARRANGEMENTS**

### **5.4.1 Current State Service**

Shire of Cunderdin

The Shire of Cunderdin has engaged a private contractor to provide IT services on an as required fee for service basis. No formal agreement has been signed.

Shire of Quairading

The Shire of Quairading has engaged PCS to provide IT services on an as required fee for service basis. No formal agreement has been signed.

Shire of Tammin

The Shire of Tammin has engaged PCS to provide IT services on an as required fee for service basis. No formal agreement has been signed.

Shire of York

The Shire of York has engaged PCS to provide IT services on an as required fee for service basis. No formal agreement has been signed.

**5.4.2 FUTURE STATE SERVICE**

It is intended that the proposed new local government will enter into an external contractual arrangement for the delivery of IT services, with staff being engaged to provide Records Management services.

## 6.0 OPERATING LOCATIONS

### 6.1 LOCATIONS

#### 6.1.1 CURRENT STATE SERVICE

The IT & Records Management Services are currently delivered from the following locations-

- Shire of Cunderdin - Lundy Avenue, Cunderdin, WA 6407.
- Shire of Quairading - 10 Jennaberring Road, Quairading, WA 6382.
- Shire of Tammin - 1 Donnan Street, Tammin, WA 6409.
- Shire of York - 1 Joaquina Street, York, WA 6302.

#### 6.1.2 FUTURE STATE SERVICE

It is intended that the IT Service will be delivered by the proposed new local government as follows-

##### Place Based Services

Delivered remotely to each Place centre (location) as detailed in 6.1.1.

##### Regional Services

The location of Service teams will require further detailed study, so that the proposed new local government can make an informed decision on the location of employees, and divisions, from a whole of organisation perspective.

The proposed new local government needs to consider its accommodation requirements in the context of the available office space at the various administrative centres of the existing local governments, and not unnecessarily undertake the construction of new office facilities at a centralised location.

### 6.2 ACCOMMODATION REQUIREMENTS

In determining whether a building has sufficient capacity to provide the required service, the following factors have been taken into consideration-

- Requirements of the Occupational Health and Safety Regulations 1996.
- Building Code of Australia.
- National Occupational Health and Safety Commission – Ergonomic Principles.

## **6.3 FACILITIES USED**

### **6.3.1 CURRENT STATE SERVICE**

#### Shire of Cunderdin

The compactus filing system utilising 30m<sup>2</sup>, there is no other dedicated office space for records management, as the role is performed by administrative staff.

#### Shire of Quairading

The compactus filing system utilising 30m<sup>2</sup>, there is no other dedicated office space for records management, as the role is performed by administrative staff.

#### Shire of Tammin

The compactus filing system utilising 30m<sup>2</sup>, there is no other dedicated office space for records management, as the role is performed by administrative staff.

#### Shire of York

The Records Officer utilise an enclosed office space of 12m<sup>2</sup>, and the compactus filing system utilises 44m<sup>2</sup> in area.

### **6.3.2 FUTURE STATE SERVICE**

Please see section 6.1 of this Service Delivery Plan.

## **6.4 OWNERSHIP**

There is a range of existing facilities that have the potential to be used for the delivery of Information Technology and Records Management Services. Each of these facilities is owned by a member local government of the Regional Transition Group, and in turn will be owned by the proposed new local government.

## 7.0 PERSONNEL

### 7.1 PERSONNEL PLAN

The tables below detail the current and future staffing requirements for the delivery of the Information Technology & Records Management Service.

#### 7.1.1 CURRENT STATE SERVICE

Positions	Forecasts (Full Time Equivalent Employees)				
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>SHIRE OF CUNDERDIN</b>		No future demand projections have been made.			
Administration Officer – Records	0.15				
Manager Finance and Administration – Information Technology	0.10				
<b>SHIRE OF QUAIRADING</b>					
Administration Officer – Records	0.15				
Deputy CEO – Information Technology	0.10				
<b>SHIRE OF TAMMIN</b>					
Administration Officer – Records	0.15				
Senior Finance Officer – Information Technology	0.10				
<b>SHIRE OF YORK</b>					
Records Officer	1.10				
Finance Officer – Information Technology	0.20				



Positions	Forecasts (Full Time Equivalent Employees)				
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>TOTAL</b>	<b>2.05</b>				

### 7.1.2 FUTURE STATE SERVICE

POSITIONS	FORECASTS (FULL TIME EQUIVALENT EMPLOYEES)				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Manager Financial Services	0.15	No future demand projections have been made.			
Records Coordinator	1.00				
Records Officer	1.00				
IT Officer (Contractor)	0.00				
<b>TOTAL</b>	<b>2.15</b>				

It is proposed that the IT service will be provided as an outsourced service, hence no staff provision has been included in the above table.

### 7.2 DELIVERY OF SERVICE IN PLACE

The IT and Records Service will be delivered regionally, and made accessible in each place, through the corporate network.

Based on current levels of service in each RTG member local government, it is anticipated that the proposed new local government will allocate staff time for each place as detailed in the following table.

POSITION	PLACE CENTRES				TOTAL
	CUNDERDIN	QUAIRADING	TAMMIN	YORK	
Manager Financial Services	0.00	0.00	0.00	0.15	<b>0.15</b>

POSITION	PLACE CENTRES				TOTAL
	CUNDERDIN	QUAIRADING	TAMMIN	YORK	
Records Coordinator	0.00	0.00	0.00	1.00	<b>1.00</b>
Records Officer	0.00	0.00	0.00	1.00	<b>1.00</b>
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.15</b>	<b>2.15</b>

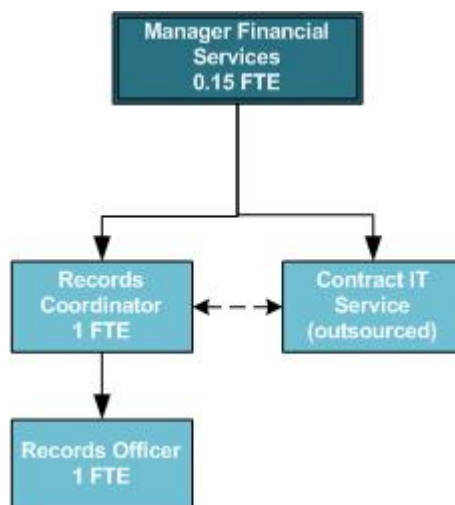
### 7.3 ANTICIPATED FUTURE DEMAND FOR THE SERVICE

It is intended that the proposed new local government will review the service delivery plan on an annual basis and will be in a position to forecast future demand for the service.

This information will be incorporated into the Workforce Plan of the proposed new local government.

### 7.4 ORGANISATIONAL CHART FOR INFORMATION TECHNOLOGY AND RECORDS MANAGEMENT SERVICE DIVISION

The Chart displayed below depicts the organisational line of responsibility in respect of the IT and Records Management Service.



## 7.5 POSITION TITLES AND DESCRIPTIONS

The details below provide an overview of the position titles and key responsibilities for the current and future states.

### 7.5.1 CURRENT STATE SERVICE

#### **Shire of York**

##### Records Officer

*Position descriptions were not available at the time of compiling this Service Delivery Plan*

### 7.5.2 FUTURE STATE SERVICE

#### Manager Financial Services

- Manage the Financial Services Division and provide leadership and direction to all staff within the IT and Records Management Services department.
- Assume full budgetary control for the Financial Services Division.
- Attend and participate in Council and Committee meetings, and other occasional committee meetings as required, and oversee the implementation of Council decisions.
- Oversee the recording of all correspondence, and internal and external documents into the Electronic Document and Records Management System (EDRMS).
- Undertake investigations and provide written reports on matters relating to Internal Services within the local government.
- Ensure compliance with relevant State Records Act, Freedom of Information Act, and other record keeping legislation, Council policies, and regularly review Council policies relating to records management matters in the local government.

#### Records Coordinator

- Provide and maintain a central records and archival service, including opening, capture, registration, distribution, indexation, retrieval, disposal, and archival of physical and electronic records.
- Catalogue Councils vital and archival records and implement a records retention and disposal programme in accordance with the Local Government General Disposal Schedule.
- Process Freedom of Information and other requests for access to information in accordance with legislative requirements.
- Develop and implement records management procedures and policies.
- Create and monitor the file register and retrieval of information request by Council staff.
- Monitor and review the EDRMS and in consultation with the Executive Manager, implement improvements to the recording, storage, access, management and retrieval of information.
- Provide appropriate training and support to users of the EDRMS.
- Provide specialist records management advice to the Executive Management Team.

### Records Officer

- Assist with the maintenance of a central records and archival service, including capture, registration, distribution, indexation, retrieval, disposal, and archival of physical and electronic records.
- Assist in the cataloguing Councils vital and archival records and implement a records retention and disposal programme in accordance with the Local Government General Disposal Schedule.
- Assist in the implementation of records management procedures and policies.
- Assist in the retrieval of information request by Council staff.

### Information and Communications Technology Contractor

- Network management and administration.
- Undertake backup and retrieval procedures for all computer systems.
- Installation of computer hardware and communications.
- Provide day to day support for desktops and laptops and associated peripheral equipment.
- Provide access to corporate computer systems for new employees.
- Provide managed network service.

## 7.6 AWARDS AND WAGE STRUCTURE

### 7.6.1 CURRENT STATE SERVICE

POSITIONS	EMPLOYMENT TYPE	INSTRUMENT	LEVEL	2011/12 BUDGET SALARY
<b>SHIRE OF YORK</b>				
Records Officer	Full Time - Salaried	Local Government Industry Award 2010	N/A	\$53,129
<b>OUTSOURCED</b>				
Shire of Cunderdin – IT delivered by contractor	N/A	N/A	N/A	N/A
Shire of Quairading – IT delivered by PCS	N/A	N/A	N/A	N/A
Shire of Tammin – IT delivered by PCS	N/A	N/A	N/A	N/A
Shire of York – IT delivered by PCS	N/A	N/A	N/A	N/A

**7.6.2 FUTURE STATE SERVICE**

<b>POSITIONS</b>	<b>EMPLOYMENT TYPE</b>	<b>INSTRUMENT</b>	<b>LEVEL</b>	<b>SALARY</b>	<b>TIME ALLOCATION</b>	<b>SALARY COST</b>
Manager Financial Services	Full Time - Salaried	Employment Contract	N/A	\$110,000	0.15	\$16,500
Records Coordinator	Full Time -Salaried	Local Government Industry Award 2010	Level 6-7	\$65,000	1.00	\$65,000
Records Officer	Part Time – Salaried	Local Government Industry Award 2010	Level 4	\$48,000	1.00	\$48,000
<b>TOTAL</b>					<b>2.15</b>	<b>\$129,500</b>

## 8.0 PLANT & EQUIPMENT REQUIREMENTS

### 8.1 PLANT

#### 8.1.1 CURRENT STATE SERVICE

Current plant requirements are as follows-

POSITION	PLANT ITEM	COST
<b>SHIRE OF YORK</b>		
Records Officer	Nil	\$0
<b>OUTSOURCED</b>		
Shire of Cunderdin – IT delivered by contractor	N/A	\$0
Shire of Quairading – IT delivered by PCS	N/A	\$0
Shire of Tammin – IT delivered by PCS	N/A	\$0
Shire of York – IT delivered by PCS	N/A	\$0
<b>TOTAL</b>		<b>\$0</b>

#### 8.1.2 FUTURE STATE SERVICE

POSITION	PLANT ITEM	ITEM COST	TIME ALLOCATION	COST
Manager Financial Services	Executive Sedan	\$50,000	0.15	\$7,500
<b>TOTAL</b>		<b>\$50,000</b>	<b>0.15</b>	<b>\$7,500</b>

The proposed new local government will require no light vehicles for the delivery of IT and Records Management services to its communities to accommodate the place based service delivery model approach as it will be delivered through quality information technology solutions. It is proposed that should a vehicle be required, access to a pool vehicle during the working day will be provided.

## **8.2 EQUIPMENT**

It is not proposed to undertake a desktop analysis of office furniture for the current or future state of the IT and Records Management Service.

## 9.0 INFORMATION AND COMMUNICATIONS TECHNOLOGY

### 9.1 HARDWARE

#### 9.1.1 CURRENT STATE SERVICE

Focus Networks were appointed by the South East Avon Regional Transitional Group (SEARTG) to undertake a site wide IT audit of each member local government of the SEARTG with the aim of-

- (1) Documenting the existing IT infrastructure at each site; and
- (2) Undertaking a health check at each site.

It is clear that the 4 local governments have outgrown their existing IT support mechanisms. Based on the technology scorecard results prepared by the consultants, it is recommended that major infrastructure implementation occur at all sites to achieve a desired level of IT reliability and security.

#### 9.1.2 FUTURE STATE SERVICE

Focus Networks have prepared a report that shows how the proposed new local government's IT systems may be amalgamated into one shared autonomous network. It is intended that applications, hardware, network infrastructure and communications would be standardised wherever possible to reduce duplication and costs, simplify IT administration and improve service delivery.

### 9.2 SOFTWARE

#### 9.2.1 CURRENT STATE SERVICE

##### Shire of Cunderdin

- IT - The Shire utilises LGE, a purpose built integrated local government financial accounting software package, provided by LG Systems Inc, an incorporated association based in Port Adelaide, South Australia. AMLIB (OCLC) is utilised for cataloguing library books. Westpac Online is used for electronic banking services. Windows Server 2008 R2 on Hyper-V is used to provide networked access to corporate data. Anti-virus software is installed on the server, but there is no protection on desktops or laptops.
- Records Management - The Shire of Cunderdin maintains a paper based manual records management system, with document indexing undertaken in Excel, a Microsoft Office spreadsheet/database software program.

##### Shire of Quairading

- IT - The Shire utilises SynergySoft, a purpose built integrated local government financial accounting software package, provided by ITVision Australia Pty Ltd, a company based in Perth Western Australia. Westpac Online is used for



electronic banking services. Windows Server 2000 SP4 is used to deliver terminal services throughout the organisation, providing access to the corporate application SynergySoft – this version of Windows Server is no longer supported by Microsoft (ended in July 2010). Windows Server 2003 (64 bit) is used as the domain controller, to control software installations, user and computer restrictions on the corporate network. The Microsoft Office suite of programs is utilised by staff for day to day tasks. Corporate grade anti-virus Symantec EndPoint Protection is installed on desktops and laptops.

Records Management - The Shire of Quairading maintains a paper based manual records management system, with document indexing undertaken in Excel, a Microsoft Office spreadsheet/database software program.

#### Shire of Tammin

IT - The Shire utilises QuickBooks for its corporate financial system, provided by UHY Haines Norton based in Perth. A rates database has been developed in Microsoft Access to manage the Shires' rating function. AMLIB (OCLC) is utilised for cataloguing library books. NAB Connect is used for electronic banking services. Windows XP Professional is used to provide networked access to corporate data. The Microsoft Office suite of programs is utilised by staff for day to day tasks. Corporate grade anti-virus Symantec EndPoint Protection is installed on desktops and laptops.

Records Management - The Shire of Tammin maintains a paper based manual records management system, with document indexing undertaken in Excel, a Microsoft Office spreadsheet/database software program.

#### Shire of York

IT - The Shire utilises SynergySoft, a purpose built integrated local government financial accounting software package, provided by ITVision Australia Pty Ltd, a company based in Perth Western Australia. Bendigo Online is used for electronic banking services. Windows Small Business Server 2008 SP1 on Hyper-V is used as the domain controller, to control software installations, user and computer restrictions on the corporate network. Windows Server 2008 SP2 is used to deliver terminal services throughout the organisation, providing access to the corporate application SynergySoft. The Microsoft Office suite of programs is utilised by staff for day to day tasks. Corporate grade anti-virus Symantec EndPoint Protection is installed on desktops and laptops.

Records Management - The Shire of York utilises the computerised records management module within the SynergySoft Financial software package to electronically manage its records function.

### **9.2.2 FUTURE STATE SERVICE**

Core software requirements for the IT Services of the proposed new local government will include-

- Microsoft Windows Software & licences for desktops/laptops.

- Microsoft Office Suite software & licences.
- Microsoft Server software & licences.
- Corporate level Electronic Document Management System (EDMS) software & licences.
- Corporate grade anti-virus software on servers and desktops/laptops.
- Computerised and integrated financial accounting software package.

Consideration needs to be given to adopting a common financial platform for the proposed new local government. The LGE system is one of several commercially available, fully integrated, financial accounting software package developed specifically to meet local government requirements. The use of LGE as the common financial platform is supported by the Shires of Beverley, Cunderdin, Quairading and York holding joint sales and marketing rights to LGE in Western Australia.

- Fully functional and contemporary website, hosted by the local government.

A feature rich, enticing website that provides for interaction at a multitude of levels, including the use of social media such as Facebook and Twitter for community engagement purposes.

- Web based development application lodgement and tracking facility.

Integral to the overall success of the place management service delivery model is the purchase, development and implementation of a web based development application lodgement and tracking facility, with the capability for applicants to monitor the process of their application. This is a complex and sophisticated software development requirement that will reduce double handling of applications, as the applicant will load up the relevant application data at time of lodgement and then be able to attach relevant digital files (plans) to the application. Appropriate security protocols will need to be in place to protect confidential data from being accessed.

- Flexible, feature rich desktop mapping and GIS.

Essential to efficient service delivery will be the ability by planning staff to view up to date aerial photography that is matched to current cadastre and ownership information. GIS technology will provide a feature rich spatial data mapping tool that will allow planning staff to view property information and conduct desktop assessments of development applications in a timely and efficient manner, reducing the need to undertake on site inspections. A solution such as Intramaps, is built on an SQL database and will provide direct linkage capability to the LGE financial and property information that is also built on an SQL database, providing the capability for simple integration of corporate data.

## 10.0 INTERDEPENDENCE WITH OTHER COUNCIL SERVICES

The delivery of the short and medium term aims will have impacts on other Services either in terms of working more effectively together or generating support requirements. This interdependence is summarised below-

### Human Resources

- The redeployment, training and up skilling of staff at Place centres and within the organisation in how to access records information will be required to ensure that high quality service is delivered to our communities. Human Resource support will be required to ensure that appropriate training programs are designed and delivered to relevant staff.

### Public Relations and Communications

- Effective engagement and communication with the public is essential to ensure that there is active participation in all facets of the local governments operations. Ongoing support and advice from the Public Relations and Communications Service will be required for the production of communication and promotional media and press releases and their upload onto the website.

### Other Services

- Work in conjunction with other local government services to add increased value through the provision of accessible information technology solutions and records management services for internal and external customers.

## 11.0 MARKETING AND PROMOTION

The Information Technology and Records Management Service will not undertake any promotion and advertising programs. From time to time however it will be necessary for specific advertising to be undertaken to comply with legislative requirements or for the information of the general community. In these instances, advertising will generally be undertaken as follows:

- Information included in the local Community Directories.
- Information included in the proposed new local government's Annual Report.
- Advertisements placed in Statewide and Community Newspapers.
- Articles published in local publications
- Production of Pamphlets
- Press releases for inclusion in the local media, newsletters and publications.
- The proposed new local government's Website ([www.\[name\].wa.gov.au](http://www.[name].wa.gov.au))

## 12.0 FINANCIAL ANALYSIS

This Proposal is predicated on a number of assumptions, and it is important to note these assumptions when reading the Operating Income and Expenditure.

- Commencement of Service – 1 July 2013.
- Service provided to remain constant during the life of the Plan.
- Depreciation charge included (non-cash).

### 12.1 FINANCIAL FORECASTS

#### 12.1.1 CURRENT STATE SERVICE

##### 12.1.1.1 Capital

There are no capital expenses for 2010-2011.

##### 12.1.1.2 Operational

EXPENDITURE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
<b>Indirect Costs</b>						
WALGA Member Subscriptions	\$6,126	\$11,002	\$13,164	\$10,115	<b>\$40,407</b>	<b>\$40,407</b>
WALGA Great Eastern Zone Membership	\$2,800	\$2,800	\$3,000	\$2,060	<b>\$10,660</b>	<b>\$10,660</b>
Insurance	\$0	\$36,443	\$4,908	\$80,791	<b>\$122,142</b>	<b>\$122,142</b>
Other Member Expenses	\$0	\$56,200	\$1,150	\$2,060	<b>\$59,410</b>	<b>\$59,410</b>
Portraits & Plaques	\$0	\$0	\$0	\$1,030	<b>\$1,030</b>	<b>\$1,030</b>
Strategic Planning Expenses	\$0	\$0	\$0	\$7,000	<b>\$7,000</b>	<b>\$7,000</b>
Administration Salaries	\$279,364	\$449,678	\$219,411	\$835,202	<b>\$1,783,655</b>	<b>\$1,783,655</b>
Administration Superannuation	\$35,000	\$39,458	\$5,563	\$80,000	<b>\$160,021</b>	<b>\$160,021</b>
Relief Staff Provision	\$0	\$3,170	\$0	\$0	<b>\$3,170</b>	<b>\$3,170</b>
Bad Debts Written Off	\$0	\$0	\$0	\$250	<b>\$250</b>	<b>\$250</b>
Training & Conference Expenses	\$10,177	\$13,500	\$9,986	\$32,651	<b>\$66,314</b>	<b>\$66,314</b>
Staff Telephone Expenses	\$0	\$0	\$0	\$2,956	<b>\$2,956</b>	<b>\$2,956</b>
Employee Uniforms	\$2,228	\$0	\$1,750	\$5,150	<b>\$9,128</b>	<b>\$9,128</b>
Staff Amenities	\$1,226	\$0	\$0	\$0	<b>\$1,226</b>	<b>\$1,226</b>
Sick Leave Provision	\$0	\$0	\$3,829	\$0	<b>\$3,829</b>	<b>\$3,829</b>
Annual Leave provision	\$0	\$0	\$17,484	\$0	<b>\$17,484</b>	<b>\$17,484</b>
Long Service Leave provision	\$0	\$0	\$3,732	\$10,473	<b>\$14,205</b>	<b>\$14,205</b>

EXPENDITURE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
Admin Printing & Stationery	\$7,500	\$6,000	\$4,141	\$25,230	\$42,871	\$42,871
Telephone	\$11,140	\$7,500	\$5,596	\$20,041	\$44,277	\$44,277
Purchase Map for Admin Purposes	\$0	\$0	\$0	\$515	\$515	\$515
Postage & Freight	\$4,500	\$4,200	\$1,179	\$11,000	\$20,879	\$20,879
Admin Advertising Expenses	\$7,210	\$5,500	\$4,559	\$15,000	\$32,269	\$32,269
Office Equipment Maintenance	\$3,769	\$5,800	\$2,500	\$17,562	\$29,631	\$29,631
WALGA Subscriptions	\$5,011	\$1,050	\$1,675	\$0	\$7,736	\$7,736
Admin Insurance	\$0	\$13,500	\$0	\$0	\$13,500	\$13,500
Other Expenses	\$1,970	\$3,850	\$1,671	\$4,500	\$11,991	\$11,991
Vehicle Running Costs	\$4,500	\$10,150	\$7,863	\$12,721	\$35,234	\$35,234
Fringe Benefits Tax	\$15,000	\$0	\$6,000	\$45,000	\$66,000	\$66,000
Other Consultant Expenses	\$0	\$0	\$17,500	\$32,482	\$49,982	\$49,982
Legal Expenses	\$0	\$2,000	\$5,000	\$5,515	\$12,515	\$12,515
Travelling & Accommodation	\$0	\$0	\$2,500	\$0	\$2,500	\$2,500
Staff Recruitment Costs	\$9,000	\$0	\$0	\$0	\$9,000	\$9,000
Staff Relocation Expenses	\$0	\$0	\$29,019	\$500	\$29,519	\$29,519
<b>Sub-Total – Indirect Costs</b>	<b>\$406,521</b>	<b>\$671,801</b>	<b>\$373,180</b>	<b>\$1,259,804</b>	<b>\$2,711,306</b>	<b>\$2,711,306</b>
<b>Less 25% of Indirect costs allocated to CEO Office</b>	<b>(\$101,630)</b>	<b>(\$167,950)</b>	<b>(\$93,295)</b>	<b>(\$314,951)</b>	<b>(\$677,826)</b>	<b>(\$677,826)</b>
<b>Sub-Total – Remaining Indirect Costs</b>	<b>\$304,891</b>	<b>\$503,851</b>	<b>\$279,885</b>	<b>\$944,853</b>	<b>\$2,033,480</b>	<b>\$2,033,480</b>
<b>Less 1% of Indirect costs allocated to PR &amp; Communications</b>	<b>(\$3,087)</b>	<b>(\$5,101)</b>	<b>(\$2,834)</b>	<b>(\$9,566)</b>	<b>(\$20,588)</b>	<b>(\$20,588)</b>
<b>Less 5% of Indirect costs allocated to Payroll &amp; HR</b>	<b>(\$15,436)</b>	<b>(\$25,505)</b>	<b>(\$14,170)</b>	<b>(\$47,832)</b>	<b>(\$102,943)</b>	<b>(\$102,943)</b>
<b>Less 85% of Indirect costs allocated to Financial Management</b>	<b>(\$258,583)</b>	<b>(\$427,335)</b>	<b>(\$237,375)</b>	<b>(\$801,358)</b>	<b>(\$1,724,651)</b>	<b>(\$1,724,651)</b>
<b>Sub-Total – Net Indirect Costs</b>	<b>\$27,785</b>	<b>\$45,910</b>	<b>\$25,506</b>	<b>\$86,097</b>	<b>\$185,298</b>	<b>\$185,298</b>
<b>Plus Direct Costs</b>						
Computer Maintenance and Support	\$4,120	\$22,000	\$15,735	\$63,541	\$105,396	\$105,396
Website Maintenance	\$4,622	\$0	\$0	\$0	\$4,622	\$4,622
Computer Software & Consumables	\$2,575	\$0	\$0	\$0	\$2,575	\$2,575
Financial Software Support & Maintenance	\$21,095	\$0	\$0	\$0	\$21,095	\$21,095
Financial Software Implementation Costs	\$76,000	\$0	\$0	\$0	\$76,000	\$0
Records Management Costs	\$0	\$0	\$650	\$0	\$650	\$650
<b>Sub-Total – Direct Costs</b>	<b>\$108,412</b>	<b>\$22,000</b>	<b>\$16,385</b>	<b>\$63,541</b>	<b>\$210,338</b>	<b>\$134,338</b>
<b>TOTAL EXPENSES</b>	<b>\$136,197</b>	<b>\$67,910</b>	<b>\$41,891</b>	<b>\$149,638</b>	<b>\$395,636</b>	<b>\$319,636</b>

Note - Adjustments have been made to the total figures to eliminate non-recurrent expenses.

REVENUE DESCRIPTION	CUNDERDIN	QUAIRADING	TAMMIN	YORK	TOTAL	ADJUSTED TOTAL
LGS Software Contributions	(\$40,000)	(\$0)	(\$0)	(\$0)	(\$40,000)	(\$0)
<b>TOTAL REVENUE</b>	<b>(\$40,000)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$40,000)</b>	<b>(\$0)</b>
<b>FUNDING REQUIRED FROM GENERAL REVENUE (incl. of dep'n)</b>	<b>\$96,197</b>	<b>\$67,910</b>	<b>\$41,891</b>	<b>\$149,638</b>	<b>\$345,636</b>	<b>\$319,636</b>
<b>FUNDING REQUIRED FROM GENERAL REVENUE (excl. of dep'n)</b>	<b>\$96,197</b>	<b>\$67,910</b>	<b>\$41,891</b>	<b>\$149,638</b>	<b>\$395,636</b>	<b>\$319,636</b>

Adjustments have been made to the total figures to eliminate non-recurrent revenue.

## 12.1.2 FUTURE STATE SERVICE

### 12.1.2.1 Capital

No forecasts for capital for the future state have been made.

### 12.1.2.2 Operational

EXPENDITURE DESCRIPTION	Costs as if Business Unit	Costs as if part of LG Operations
<b>Employee Costs</b>		
- Manager Financial Services 15%	\$16,500	\$16,500
- Records Coordinator	\$65,000	\$65,000
- Records Officer	\$48,000	\$48,000
Long Service Leave - ( \$30.48 average per hr x 38hrs x 1.30 weeks x 2.15 FTE)	\$3,238	\$3,238
Insurance Workers Compensation	\$3,885	\$3,885
Superannuation (14%)	\$18,130	\$18,130
17.5% Loading	\$1,743	\$1,743
Recruitment	\$2,000	\$2,000
Training	\$4,000	\$4,000
Uniforms	\$1,000	\$1,000
<b>Plant Operating Costs</b>		
Vehicle Running Expenses 0.15 vehicles x \$5920 pa	\$888	\$888
Fringe Benefit Tax (0.15 Vehicles)	\$597	\$597
<b>Utilities</b>		
Electricity (\$75 per month)	\$900	\$900
Telephone/Internet	\$1,973	\$1,973
ADSL Connections (in lieu of Optic Fibre)	\$5,400	\$5,400
<b>Insurances</b>		
Insurance-public liability and other	\$1,000	\$1,000

EXPENDITURE DESCRIPTION	Costs as if Business Unit	Costs as if part of LG Operations
<b>Other</b>		
Rent and Outgoings (30m2 x \$13.80/m2 = \$414per month) Office	\$4,968	\$0
Office Expenses (incl. stat. printing and postage)	\$3,000	\$3,000
Other (incl. mapping etc)	\$1,000	\$1,000
Advertising	\$1,000	\$1,000
Accountancy Fee	\$7,660	\$0
Contract IT Support	\$60,000	\$60,000
Internet Gateway Annual Maintenance & Support Fee	\$7,200	\$7,200
Backup Annual Maintenance & Support Fee	\$4,500	\$4,500
Anti-Virus Annual Maintenance Fee	\$1,830	\$1,830
UPS Annual Maintenance Fee	\$3,000	\$3,000
VOIP Communications Annual Maintenance Fee	\$13,530	\$13,530
Financial Software Support & Maintenance Fee	\$30,000	\$30,000
TRIM Records Management Software Support & Maintenance	\$15,000	\$15,000
GIS Support & Maintenance Fee	\$10,000	\$10,000
Website Maintenance Fee	\$4,000	\$4,000
Computer Software & Consumables	\$15,000	\$15,000
Contract Records Management Service	\$10,000	\$10,000
Depreciation	\$15,000	\$15,000
<b>TOTAL EXPENSES</b>	<b>\$380,942</b>	<b>\$368,314</b>

REVENUE DESCRIPTION	Costs as if Business Unit	Costs as if part of LG Operations
<b>TOTAL REVENUE</b>	<b>(\$0)</b>	<b>(\$0)</b>
<b>FUNDING REQUIRED FROM GENERAL REVENUE (inclusive of depreciation)</b>	<b>\$380,942</b>	<b>\$368,314</b>
<b>FUNDING REQUIRED FROM GENERAL REVENUE (exclusive of depreciation)</b>	<b>\$365,942</b>	<b>\$353,314</b>

## 12.2 FEE STRUCTURE

There are no fees and charges relating to this service.



## 13.0 TRANSITIONAL REQUIREMENTS

The transitional costs identified for the delivery of IT and Records Management Service by the new local government are as follows-

(1) Computer hardware and infrastructure, software, licences for each place centre to facilitate access to corporate databases and information	\$626,580 <sup>1</sup>
(2) Optic Fibre connection between the Place service centres and the depot in each place, and between the Quairading place service centre and Quairading Community Resource Centre.	\$479,736 <sup>1</sup>
(3) VOIP Telecommunications - provision of Voice Over Internet Protocol hardware	\$91,262
(3) Development of a corporate website for the new local government	\$10,000
(4) Purchase, configuration & implementation of corporate level Electronic Document & Records Management System (EDRMS) complete with a Content Management System (CMS) for website management	\$66,000
(5) Contractor costs to convert existing corporate documents from 5 local government into an electronic format and load electronic documents into EDRMS	\$60,000
(6) Development and implementation of a web based development application lodgement and tracking portal that uploads and links to the Development Application Corporate module (included in the Planning Service Delivery Plan).	\$30,000
(7) Purchase, configuration and implementation of a feature rich desktop mapping and GIS system, and integration of the multiple cadastre information databases into one local government (includes set-up costs of \$10,000 plus annual subscription – included in the Planning Service Delivery Plan)	\$0
(8) Data conversion and integration – engagement of computer support companies to extract data from all database systems and integrated with new corporate database.	\$80,000
(9) Initial promotion and marketing of new service to communities (cost incorporated into Public Relations & Communications Service Delivery Plan).	\$0

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<sup>1</sup> If optic fibre is not approved, an amount of \$14,400 needs to be included for an ADSL solution for IT connection between the sites listed in (2) above.

## 14.0 ISSUES

The Local Government Act indicates those matters that a Local Government should concern itself about in relation to services and facilities.

This section answers the questions raised.

### 14.1 OPERATIONS

- **Do the services and facilities integrate and coordinate with those provided by governments and public bodies?**

The IT and Records Management Services are part of an integrated range of internal services to be provided by the proposed new local government. The Service performs functions which coordinate with those provided by government and public bodies.

- **Do the services and facilities duplicate, to an inappropriate extent, with those provided by governments, and any body or person, whether public or private?**

The IT and Records Management services duplicate those provided by other local governments and those available in the private sector. IT services will be contracted out as it is believed that a more efficient and effective service can be delivered through an external provision arrangement. However, the internal provision of Records Management is an integral part of the proposed new local governments operations, and is regulated by State and commonwealth legislation in relation to protection of privacy and record keeping requirements.

- **How can the Local Government satisfy itself that the services and facilities are managed efficiently and effectively?**

Professional staff, who are subject to annual performance reviews, deliver the Records Management services. These reviews, which are undertaken by appropriately qualified and experienced personnel, will ensure the operations of the Records Management Service are managed in an effective and efficient manner. In addition to these reviews, a corporate database containing the performance measures developed for this Service will be maintained. The database will be updated every month and will provide information in relation to the service provided.

### 14.2 CAUSE AND EFFECTS

- **What is the expected effect of the Service on the provision of services and facilities provided by the local government?**

The Service will enable the proposed new local government to provide comprehensive modern information technology solutions, and efficient and effective records management services, to the other service units.

- **What is the expected effect of the Service on other persons providing services and facilities in the region?**

The Records Management Services are required to meet obligations imposed under legislation due to the confidentiality and privacy issues with records, the service cannot be provided by others persons in the region.

The IT Services will be outsourced to an external party and will provide an opportunity for new service providers to enter the market place.

- **What is the expected financial effect on the Local Government?**

The costs of operating the IT and Records Management Services will be allocated to other service units of the proposed new local government.

- **What is the expected effect of the Service in relation to the future planning for the region?**

The aims of the Service will enable the Strategic aims and objectives of the proposed new local governments to be achieved.

- **Has the local government the ability to manage the services and facilities?**

The proposed new local government will employ appropriately qualified and experienced staff to ensure the Records Management Service meets the expectations of the organisation and the community.

The proposed new local government will have appropriately qualified and experienced staff to ensure the contract management requirements of the external provision of the IT service.

## **15.0 COST BENEFIT ANALYSIS**

### **15.1 COSTS**

The costs associated with the delivery of IT and Records Management Services will increase by \$33,678.

However, significant gains in service efficiency and legislative compliance will be achieved through the allocation of dedicated human resources and the engagement of a experienced and qualified IT company.

### **15.2 BENEFITS**

Additional staff resources have been engaged to deliver the Records Management Services at a local level. Additional staff resources will provide improved service levels to internal service units, which will facilitate improved service deliver to the communities.

## 16.0 PERFORMANCE MEASURES

### 16.1 ACHIEVEMENT OVERVIEW – PREVIOUS YEAR

It is not proposed to analyse each of the member RTG local governments for the prior years. This heading has been incorporated in the Plan to provide for the future measurement of performance of the Service.

### 16.2 CUSTOMER SATISFACTION

Annual customer surveys will be conducted to measure internal and external customer satisfaction in relation to service delivery in future years.

### 16.3 SERVICE BASED INDICATORS

The following service based indicators are proposed-

SERVICE BASED INDICATORS	TARGET YEAR 1
Response time to logging of support request (IT Contractor)	2 Hours
Distribution of Incoming mail by:	2:30pm each day

## 17.0 ASSESSMENT

The Plan reveals that the Information Technology and Records Management Service will be subsidised from the general purpose revenue of the proposed new local government.

The overall management of the IT and Records Management Service will be under the care, control and management of the proposed new local government. Although the operation of the service will be funded from general revenue, the aims and objectives in providing professional, timely and effect IT and Records Management services will be of significant value to all of the service units operated by the proposed new local government.